United Nations A/72/755

General Assembly

Distr.: General
20 February 2018

Original: English

Seventy-second session
Agenda item 136
Programme budget for the biennium 2018–2019

Status of implementation of the information and communications technology strategy for the United Nations*

Report of the Secretary-General

Summary

Information and communications technology (ICT) has been evolving beyond serving as an operational tool to become a valued partner and enabler in the work of the United Nations. The power of technology to foster and catalyse inclusive development opportunities is essential to ensuring that the Organization can meet its mandates. In recognition of technology and data as instrumental to the inner workings of the United Nations and critical in programme delivery and mandate fulfilment, the ICT strategy (A/69/517) established a common vision for ICT delivery in the United Nations through modernization, transformation and innovation, founded on a framework of improved governance and an effective balance of central leadership and operational freedom; it is an essential element of the Secretary-General's reform proposals. The Secretary-General presents this third report on the progress of the ICT strategy, two and a half years into its implementation. The present report provides a comprehensive update of the status of all key initiatives and commitments contained in the strategy, accompanied by an overview of the management of ICT globally.

* As requested by the General Assembly in its resolution 70/248, the present report includes a baseline assessment of information and communications technology, which is being conducted across the Secretariat. In addition, the comprehensive nature of such technology across the United Nations and the need to provide details on the current information and communications technology landscape, as well as on the alignment of the information and communications technology strategy with related strategic activities that are being refined, necessitated complex analysis that was finalized one day after the submission date.

18-02572 (E) 140318

Please recycle

Contents

		Page
I.	Introduction	3
II.	Overview of implementation and governance	3
	A. Summary of implementation during the third year	3
	B. Consolidation of information and communications technology resources	7
	C. Information security	7
	D. Umoja mainstreaming	7
	E. Financial impact summary	8
	F. Compliance	8
	G. Project assurance and performance management	8
III.	Modernization and transformation: update on key initiatives under phase one of the strategy	11
	A. Enterprise support: Umoja	11
	B. Trust and confidence: information security and disaster recovery	11
	C. Shared platform: Enterprise Application Centres	13
	D. "One United Nations" network: global wide area network	16
	E. Regional delivery model: Regional Technology Centres	17
	F. Global monitoring: Enterprise Network Operations Centre	18
	G. Hosting and connectivity: Enterprise Data Centres	18
	H. Better tools: global engineering and conferencing	19
	I. Client-centric service: Unite Service Desk	20
	J. Strategic analysis: business intelligence and analytics	21
IV.	Innovation: a digital agenda for the United Nations (phase two of the strategy)	21
V.	Optimization: global sourcing and global assets management	24
	A. Global sourcing	24
	B. Global assets management	26
VI.	Overview of financial resources	31
	A. Overview of budget	31
	B. Cost recovery of resources allocated to client departments	32
VII.	Conclusion	33
VIII.	Action to be taken	34
Annexes		
I.	Overview of information and communications technology resources for the bienniums 2014–2015, 2016–2017 and 2018–2019, including resources for Umoja	35
II.	Status of information and communications technology strategy projects	36

I. Introduction

1. The information and communications technology (ICT) strategy (A/69/517), which was endorsed by the General Assembly in 2014 in its resolution 69/262, established a common vision for ICT delivery in the United Nations. The direction was set in 2014, and progress over the first year and a half of implementation was previously reported to the General Assembly at its seventy-first session (A/71/400).

2. Developed to support the goals of the United Nations, the strategy establishes a vision of the unified global provision of information and communications technology, enabling the successful delivery of the Organization's mandates through modernization, transformation and innovation, founded on a framework of both improved governance and an effective balance between central leadership and operational freedom. The strategy is designed to deliver:

(a) Transformation of the technology environment at the United Nations over five years;

(b) Structured modernization of ICT across the Secretariat;

(c) Optimization of resources;

(d) Strong governance measures;

(e) Enhanced space for innovation at the United Nations.

3. Technology at the United Nations is evolving from a fragmented focus on transactional services and solutions delivery to becoming a valued institutional partner in the creation of a modern digital United Nations, as well as a driver of innovation for the substantive mandates of the Organization. The power of ICT to foster and catalyse the achievement of the Sustainable Development Goals is essential to ensuring that the United Nations can meet its mandates. It is critical, therefore, that the Office of Information and Communications Technology continue to partner with Secretariat colleagues to transform and modernize the ICT landscape while simultaneously working to leverage innovative technologies that support the core work of the Organization.

4. To achieve the successes of the strategy to date, it has been essential to strengthen the governance framework to oversee policies and guidelines, architecture, standards and investment choices that will turn ICT into a powerful tool that the Organization can use to fulfil its mandates. Secretary-General's bulletin ST/SGB/2016/11 defines the organization of the Office, in addition to establishing internal policies and procedures for formalizing designation and delegation of authority.

II. Overview of implementation and governance

A. Summary of implementation during the third year

5. The ICT strategy (A/69/517) is a five-year plan to transform the technology environment at the United Nations and to support the work of the Organization in the areas of peace and security, international law, human rights, development and humanitarian affairs.

6. Solid progress has been made in the first two and a half years of the strategy's implementation in modernizing and transforming the ICT landscape, thereby creating a stepping stone to a period of innovation. Achievements include the following:

(a) The Office of Information and Communications Technology provided critical support through global network harmonization, integration access and production support for the deployment of Umoja;

(b) Enterprise Application Centres in New York, Vienna and Bangkok coordinate application development and harmonization while serving global user groups throughout the Secretariat. Together, the Centres have worked to reduce the number of legacy applications from 2,340 (as at 1 July 2014) to 1,220 in 2017. In addition, the Unite Mail project is serving as a catalyst to accelerate the migration or retirement of additional legacy IBM Notes applications. The Enterprise Application Centres continue to establish global, standardized enterprise solutions as the primary modality to decrease and defragment the legacy application landscape, resulting in greater economies of scale and improved security and reliability;

(c) Regional Technology Centres in Nairobi, New York, Bangkok and Geneva are responsible for harmonizing ICT services across regions, institutionalizing governance, ensuring compliance with global standards and policy and implementing the strategy;

(d) The Unite Service Desk provides global, round-the-clock support for Umoja and other enterprise applications and was designed to constitute a cost-effective and more efficient shared-service global model; serve as a single point of contact for ICT service requests; and achieve scale and facilitate in-house development of enterprise application support expertise;

(e) Umoja, Inspira and Unite Mail accounted for 69 per cent of all tickets submitted. Compared with the previous year, the Organization achieved a 48 per cent reduction in service request tickets for Inspira support through a more intuitive "contact us" form. At the same time, the Organization resolved 61 per cent of Umoja requests on the first call, with an average resolution time of just three hours, compared with eight the previous year. Overall, resolution time for all support requests decreased by some 66 per cent;

(f) Enterprise Data Centres are fully established and operational, enhancing the reliability of the data-hosting capacity. The footprint for the remaining 86 data centres has been reduced by an additional 25 per cent;

(g) A single network for one United Nations was established by merging established systems of the Office and the Department of Field Support, connecting 594 United Nations locations (Headquarters, offices away from Headquarters, economic commissions, peacekeeping missions and special political missions);

(h) Through the systematic implementation of the ICT security road map, enterprise systems and applications in the Secretariat are more secure. Actions include the following:

(i) The Office developed a 10-point action plan to strengthen information security across the Secretariat, which is moving to maintenance mode;

(ii) It is proactively implementing effective measures that address both short- and long-term information security concerns, including upgrading email and Internet filters;

(iii) The Office developed a computer-based information security awareness course to give all United Nations staff and authorized ICT users the fundamental tools and knowledge to help to strengthen information security. By 2016, over 50,000 personnel had completed the course;

(i) There has been productive collaboration among departments, in particular significant achievements in partnership with the Department of Field Support, including the Department's role in hosting the Enterprise Data Centres and managing the global "One United Nations" network, as well as implementing key enterprise solutions to support field operations:

(i) The first release of an electronic contingent-owned equipment (eCOE) system accessible through mobile devices, including machine learning models for equipment recognition, has gone live to increase inspection efficiency and billing accuracy, increasing the speed of payments to troop-contributing countries;

(ii) The electronic fuel management system (eFMS-2) is being ported from Windows CE to Android tablets to enhance data quality;

(iii) The first mobile release of the electronic rations management system (eRMS) is live and significantly increases the quality of food and ration deliveries;

(j) Efforts are under way on the United Nations digital agenda, innovative solutions and analytics, mainstreaming Umoja, building sustainable capacity of the Unite Service Desk, global sourcing and global asset management initiatives. Key initiatives in those areas include:

(i) Deployment of Unite Mail (Outlook) to the entire Secretariat, from April 2017, replacing the long-standing IBM Notes email platform. The initiative is a key part of the ICT strategy for the United Nations and is intended to bring the Organization into alignment with industry best practices. Unite Mail centralizes the administration and management of the Organization's most critical system and the enforcement of uniform security policies; the Unite Mail package includes Skype for Business, a collaboration platform that includes instant messaging, ad hoc audio and video calls and conferences, placing every Secretariat user a click away. The Secretariat will be united by a common "@un.org" email address. Federation with other United Nations agencies, funds and programmes is under way, enabling the United Nations common system to collaborate without barriers;

(ii) The Digital Blue Helmets, established in the Office of Information and Communications Technology, is an elite team of analysts that helps to protect the United Nations from cyberthreats and promotes cybersecurity, given the ever-increasing number of cyberthreats endangering the United Nations, growing concerns in the global community over trafficking, terrorism and other malicious actions, a rising awareness of the threat of cyberwarfare, and an increasing reliance on technology by societies globally. The following statistics highlight the severity of the cyberthreats that society collectively faces:

a. Some 90 per cent of organized terrorism on the Internet is committed by means of social media;

b. Since mid-2015, 125,000 Twitter accounts have been suspended for threatening or promoting terrorist acts;

c. There is a 26 per cent likelihood of a data breach involving 10,000 or more records;

d. In 2015, it was estimated that cybercrime might have cost the global economy $525 billion; by 2019, the cost could reach $2.1 trillion;

(k) The United Nations produces a vast amount of information covering a wide range of subjects in the six official languages, as well as other languages, and in various formats. Increasingly, the information is being made available to the public as open data. Unite Ideas (https://ideas.unite.un.org) is a web-based platform in which academia, civil society and the United Nations can meet to exchange ideas, learn from each other and help others by tackling data science and visualization challenges. The winning solutions, including their open source code, are shared and are made available on Unite Ideas for reuse by Governments and civil society organizations. In this manner, Unite Ideas serves as a practical catalyst to enable a better understanding of political and socioeconomic data in meaningful, interactive and dynamic ways;

(l) The Office is working closely with partners worldwide to develop open source technology solutions using publicly available data and tools to address some of the most pressing challenges. The work is being done through technology innovation laboratories, in which local and global innovators from the private sector, academia, Member States and the United Nations jointly solve problems and rapidly build prototypes of solutions to meet local needs. Unite Ideas and the United Nations Technology Innovation Labs network are examples of such initiatives. It is proposed that technology innovation laboratories be established in collaboration with Member States to support the work of the United Nations. The Office will fulfil a technology and innovation role in those laboratories and will oversee their operation;

(m) The Enterprise Application Centre in Vienna is responsible for developing sustainable and affordable information technology solutions to support the United Nations Office on Drugs and Crime (UNODC) in assisting Member States in combating money-laundering and the financing of terrorism. Such software products, collectively known as "goPortfolio", are intended to help to strengthen the capacity of Member States to fight organized crime, including transnational organized crime, illicit drug and other forms of trafficking, terrorism and corruption, and in research, trends analysis and forensics. The goPortfolio suite is designed to support such efforts in alignment with the United Nations strategic programmes in those areas;

(n) Unite Business Intelligence was deployed to support strategic direction, policy formulation and decision-making at all levels of the United Nations for both administrative and substantive work. It provides fast, convenient access to enterprise-wide information that has been integrated from trusted sources (e.g. Umoja, Inspira, iNeed) to better leverage the Organization's data sources. Its streamlined and standardized reporting process serves to improve business planning and performance through clearer and more coherent overviews and actions cross-organizationally;

(o) Through the Information and Communications Technology Network of the United Nations System Chief Executives Board for Coordination, co-chaired by the Chief Information Technology Officer, shared services and formulated contractual arrangements for goods and services that support global sourcing have been identified. Such contractual arrangements are available to the United Nations common system. In addition, through improved collaboration, shared ICT solutions and services have been implemented.

B. Consolidation of information and communications technology resources

7. Pursuant to General Assembly resolution 66/246, section II of resolution 69/262 and section V of resolution 70/248 A, and to address recommendations highlighted in the report of the Board of Auditors (A/67/651), ICT functions and resources of offices within the Department of Management have been engaged in consolidation efforts, with some offices harmonized.

8. In the biennium 2016–2017, several technology units were consolidated into the Office of Information and Communications Technology, namely from the Office of Human Resources Management, the Office of Central Support Services and the Office of Programme Planning, Budget and Accounts.

9. In the biennium 2018–2019, the Office of Information and Communications Technology will continue its efforts to consolidate and harmonize the ICT environment across the Secretariat and at all duty stations and field missions, including the proposed transfer of seven posts and associated non-post resources from the Crisis Management Information Support Section of the Department of Safety and Security. The integration of functions would result in savings attributable to a proposed abolishment of one P-3 post within the Department, while the remaining resources would be transferred on a cost-neutral basis.

C. Information security

10. The Office of Information and Communications Technology, under the leadership of the Chief Information Technology Officer, has worked to coordinate and promote the development of shared capacity to address cybersecurity threats directed at United Nations organizations. For example, in the past year the Office has led the development of a shared threat intelligence platform, which allows participating organizations to share cybersecurity intelligence.

D. Umoja mainstreaming

11. In its resolution 70/248 A, the General Assembly requested the Secretary-General to develop detailed transition plans for the long-term support of the Umoja solution to be provided by the Chief Information Technology Officer and for its mainstreaming.

12. In its resolution 71/272 B, the General Assembly reiterated the importance of ensuring a smooth and timely transfer of responsibilities from the Umoja project to corresponding entities within the Secretariat.

13. The Umoja project team and the Office of Information and Communications Technology continue to collaborate in the development and implementation of the mainstreaming plan for ICT functions to be transferred to the Office, including opportunities for leveraging expertise and skills globally.

E. Financial impact summary

14. The estimated regular budget resources for the biennium 2018–2019 for ICT amount to $392.5 million. This represents no change compared with the 2016–2017 biennium.

15. The approved regular budget resources for the biennium 2018–2019 for ICT amount to $95.5 million. This represents a decrease of $2.3 million, or 2.4 per cent, compared with the biennium 2016–2017. The decrease is offset in part by resources related to information security and additional Umoja maintenance costs.

16. Peacekeeping mission budgets for ICT decreased by an estimated 12.2 per cent from the 2016–2017 biennium to the 2018–2019 biennium (from $851.9 million to $747.9 million). ICT expenditures as part of the support account for peacekeeping operations decreased by 5.5 per cent, from $57.7 million in the 2016–2017 biennium to $54.5 million in the 2018–2019 biennium. Comprehensive financial analysis is provided in the section on budget projections of the present report, together with an overview of ICT resources for the bienniums 2014–2015, 2016–2017 and 2018–2019, including resources for Umoja (annex I).

17. The estimated extrabudgetary resources for the biennium 2018–2019 for ICT amount to $181.5 million. This represents a decrease of 1.8 per cent compared with the biennium 2016–2017.

F. Compliance

18. Strong leadership has been critical to achieving the successes of the strategy to date. Bolstering the governance framework is also essential to overseeing policies and guidelines, architecture, standards and investment choices that will turn ICT into a powerful tool that the Organization can use to fulfil its mandates. Secretary-General's bulletin ST/SGB/2016/11 defines the organization of the Office of Information and Communications Technology, in addition to laying down internal policies and procedures for formalizing designation and delegation of authority.

19. The Office is headed by the Assistant Secretary-General, Chief Information Technology Officer, who is accountable to the Under-Secretary-General for Management. The Chief Information Technology Officer is responsible for providing leadership in ICT activities globally and is supported by the Chief of the Enterprise Project Management Office, the Director of the Global Services Division, the Director of the Global Operations Division, the Chiefs of the Regional Technology Centres, the Chiefs of the Enterprise Application Centres and the Chief of the Operations Coordination Section, in collaboration with the heads of ICT organizational units in the Secretariat. This governance framework ensures that key stakeholders work together to effectively guide the management of the Organization's ICT activities and resources.

G. Project assurance and performance management

20. The Enterprise Project Management Office continues to ensure that the broad scope of ICT projects and performance is monitored effectively. Annex II provides updated details on the status of all projects, as requested by the General Assembly. The projects have adhered to established governance and discipline, while also being subject to risk management scrutiny in accordance with enterprise risk management principles. Any changes to projects are subject to review and approval.

21. There continued to be notable improvements in the past year in relation to project assurance and performance management: quality assurance auditing of the monthly project status reports has increased, one-on-one training with project managers was initiated to ensure compliance, global project status meetings continue to be held, and the project management board meets every month to review project changes, critical risks and other issues. Table 1 illustrates the progress in mitigating the risks reported in the third year of implementation of the strategy.

Table 1
Progress in mitigating risks

Risk description	*Mitigation plan*	*Progress to date*
Inadequate ICT skill set to implement the strategy	Increased training and skills assessment	Additional staff have undertaken ICT training, spanning over 22 ICT courses. Skills assessment is ongoing
Decentralized procurement and lack of transparency of ICT contracts	Implementation of global sourcing and deployment of Umoja	The global sourcing project is progressing, with the geospatial information services contract awarded in July 2016; the expansion of the SITA telecommunications contract for global connectivity also represents a successful example of global sourcing; a global system contract for ICT is expected to be awarded in the first half of 2018; a statement of work for the establishment of a global system contract for software development — application service is being developed, and a new contract is expected to be awarded in the first half of 2019; efforts are under way to optimize the distribution chain of network equipment supplied by Cisco, which is already a United Nations contractor; direct negotiations are under way for the establishment of cloud computing services, and new contracts are expected to be awarded between the second half of 2017 and the first half of 2018. A Contracts Management Unit has been put in place within the Operations Coordination Section of the Office of Information and Communications Technology in support of the administration of contracts pertaining to the Office and the Information and

Risk description	*Mitigation plan*	*Progress to date*
		Communications Technology Division of the Department of Field Support
Continued fragmentation, limiting effective implementation of the strategy	Improved service delivery, implementation of delegation of authority and strengthening of governance, controls and monitoring tools	The Secretary-General's bulletin on the organization of the Office of Information and Communications Technology (ST/SGB/2016/11) was issued in 2016. Policies for the implementation of additional delegation of authority have been finalized. Challenges exist in this area
Change fatigue and resistance to change	Increased stakeholder engagement and outreach and improved service delivery metrics	Continued engagement has taken place between the Office of Information and Communications Technology and stakeholders
Lack of information security awareness, leading to compromises of ICT systems, confidentiality and integrity of information	Monitoring of the completion rate of mandatory information security awareness training course and increased security threat communications	The completion rate of the mandatory training is monitored monthly. Staff are alerted regularly in response to security threats. Challenges continue in this area
Lack of visibility of ICT assets	Implementation of asset monitoring and controls	All United Nations ICT property, plant and equipment assets are currently recorded into Umoja, which enables the management of the recorded ICT assets' life cycle, from the definition of requirements to the procurement process, use and disposal. The physical verification process, conducted throughout the year by the property management and inventory control units in the missions and at Headquarters and offices away from Headquarters, confirms that all ICT tangible assets have been accounted for properly
Insufficient and fragmented funding relative to the increasing scale and complexity of ICT	Realization of efficiencies in ICT operations and reinvestment towards more strategic activities	Planning assumptions for estimated future resource requirements have been developed for global ICT activities

III. Modernization and transformation: update on key initiatives under phase one of the strategy

A. Enterprise support: Umoja

22. Close collaboration with the Umoja project team continues to ensure a smooth and timely transfer of responsibilities from the project to corresponding entities within the Secretariat, as part of the Umoja mainstreaming efforts. The management of the core Umoja infrastructure has been outsourced to a commercial vendor, and the access layer is administered through the Enterprise Data Centres in Valencia, Spain, and Brindisi, Italy.

B. Trust and confidence: information security and disaster recovery

23. Recent ICT security incidents clearly demonstrate an increased threat level facing the United Nations that has grown significantly since the ICT strategy was endorsed. The lack of harmonization of ICT systems, services, programmes and resources, coupled with organizational inertia in this area and an insufficient ICT security capacity, has resulted in the continuation of a highly fragmented ICT landscape that is at a high risk of being attacked. To minimize the damage to the Organization in the inevitable event of an information security incident or incidents, the Office of Information and Communications Technology has taken a firm stance against technology and data services that are not compliant with information security standards. However, the underlying issue of significantly increased susceptibility to information security risk will remain if ICT within the Organization remains fragmented.

24. The previously mentioned 10-point action plan to address the most critical shortcomings in information security was presented to the General Assembly and subsequently endorsed. In 2017, the 10-point action plan transitioned to maintenance mode. A longer-term strategic road map has been developed for information security going forward, brought about by the need to build on the 10-point action plan and in response to evolving threats. The objectives of the information security road map are:

(a) To provide a set of pragmatic activities built on the framework established in the aforementioned documents;

(b) To broaden the scope of the initiatives of the 10-point action plan;

(c) To transform the initiatives into ongoing programmatic activities;

(d) To expand the objective beyond addressing common deficiencies within the Secretariat's ICT environment to providing guidance on and solutions for specific risk areas, such as the handling of sensitive information, and operational requirements;

(e) To institute accountability for recognizing the central role of the Chief Information Technology Officer, outlined in ST/SGB/2016/11, and ensuring compliance within the delegation of authority framework.

25. It is important to note that information security is a cross-cutting issue and that the information security programme is therefore linked to other transformational aspects of the ICT strategy, in particular the harmonization and consolidation of

applications, data centres and support models, and is interconnected with and dependent on operational activities.

26. The ICT strategy included a programme designed to strengthen technical authority and accountability through the establishment of a normative structure, increased standardization and strengthened governance. Although it is recognized across the information technology industry that absolute security is not achievable, the aforementioned changes have been instrumental in strengthening information security and reducing the Organization's risk profile. The information security road map establishes an approach ensuring that all information assets are appropriately protected according to their classification, value and the degree of damage that could result from their misuse, unavailability, destruction, unauthorized disclosure or modification.

27. Risk management has been strengthened to include knowledge about the assessment of the assets, the threats to those assets and the consequences that arise when any of those threats affect any of those assets.

28. As the multiple systems used for building management (e.g. elevators, air flow control, power systems), conference management (broadcast and audiovisual systems, announcement and notification systems, electronic voting) and physical security (e.g. access control, video surveillance) are increasingly digitized and interconnected, they have become exposed to the same threats as more traditional information technology systems. The ICT security road map intentionally expands the focus of risk management to include these non-traditional but critical IT systems that have been excluded in the past, thereby establishing a more robust risk management approach.

29. To establish central control over information security under the authority of the Chief Information Technology Officer, pursuant to resolution 69/262, the Global Security and Architecture Section in the Global Services Division is responsible for the oversight and coordination of all information security activities within the Secretariat. This includes the areas of information security governance and information security management as defined in the information security policy directive.

30. Information security management and information security operations activities at the regional and local levels have been delegated to the Regional Technology Centres and the Department of Field Support, for field missions. However, as stipulated in existing policies, a significantly increased level of transparency of the management and operational activities continues to be essential if information security is to be effective. Owing to the enterprise nature of the Organization's networks and applications, information concerning security risks, incidents or breaches that occur in one Secretariat entity or location that can have an impact on other parts of the Organization, even if they are seemingly unconnected or distant, must be promptly shared.

31. During the 2018–2019 biennium, the Office of Information and Communications Technology will establish four additional posts to strengthen information security, as approved by the General Assembly in its resolution 72/261 and in line with resolution 67/254 A and following the Assembly's endorsement of the ICT strategy in its resolutions 69/262, 70/248 A and 71/272 B, including non-post resources associated with furniture and equipment, contractual services and travel of staff (4 P-4 posts based in the Regional Technology Centres in New York, Bangkok, Nairobi and Geneva).

32. Those resources are essential to enhancing the ability of the Office to identify, manage and mitigate new, emerging threats and ensure compliance with information security standards, architecture, and policies and procedures. In addition, the Office will be able to perform the following critical tasks: conducting security reviews and compliance audits of systems and applications, participating in information risk assessments, overseeing the implementation of programmatic and operational information security projects and coordinating the response to information security incidents as part of the global incident response team.

C. Shared platform: Enterprise Application Centres

33. The Enterprise Application Centres continue to coordinate and lead the global development and support of legacy applications, resulting in the reduction of the number of applications from 2,340 in 2014 to 1,220 in 2017. That reduction in the number of applications by 1,120 was achieved through the consolidation of functionalities with existing enterprise applications and standardized platform-based solutions such as iNeed, Umoja, Inspira, Unite Docs, Unite Connections and Unite Web, as well as through the decommissioning and retirement of obsolete systems. The Centres continue to reduce the number of legacy applications through collaborative efforts with local ICT entities, using established governance bodies and standard technical procedures.

34. The Enterprise Application Centres have undertaken a study to substantiate a different approach to the problem of the proliferation of applications in line with industry success stories and best practices. The study is expected to yield a new strategy to manage the Secretariat portfolio of applications.

35. The preliminary high-level drivers of the study include:

(a) The recognition that Secretariat departments and offices should be provided with agile, responsive and secure applications that use authoritative data within institutional frameworks such as Umoja, Inspira, Unite Docs and conference management systems to carry out their mandates;

(b) The success of "app stores", such as the Apple App Store, Google Play and Microsoft Store, in which the relevance and adoption or purchase of an app is directly related to its cost, ability to respond to user requirements, security and maintenance model, among other parameters. Such parameters can be easily measured and directly related to user adoption statistics. The applicability of such an application development and delivery model will be reviewed from the perspective of United Nations requirements;

(c) The impact of a full adoption of cloud-based services in support of standard application platforms already in use in the Secretariat. Cloud-based services could provide better insight into the costs of maintaining redundant applications, and offer a solution to move both legacy and new applications to the security-vetted cloud environment managed by the Office of Information and Communications Technology;

(d) The need to integrate small and agile applications on secure platforms managed by the Office of Information and Communications Technology that are commoditized for the use of application developers within and, potentially, outside the Organization;

(e) The need to provide software solutions supporting the fulfilment of substantive United Nations mandates, especially the attainment of the Sustainable Development Goals, in line with the United Nations digital agenda.

36. It is expected that the result of the study and a proposal for a new application portfolio management approach will be shared in the next progress report.

Enterprise solutions

37. The Enterprise Application Centres in New York, Vienna and Bangkok are responsible for the development of innovative enterprise solutions to support the effective delivery of United Nations mandates. Enterprise systems will increasingly replace multiple localized legacy systems that are used to automate manual work and processes, manage information and support decision-making. Enhanced integration across enterprise systems will also simplify training and improve the overall user experience. By using standard, centrally hosted systems, the Organization will be able to provide improved, more consistent and more reliable user support, performance, security and business continuity. New standard applications have been delivered in the areas described below.

Modern administrative and collaborative solutions

38. The Office of Information and Communications Technology continues to deliver administrative support systems that complement Umoja. The Unite Docs and Unite Connections platforms have replaced hundreds of local document repositories, databases and shared drives with standard, enterprise-class solutions. Many legacy systems have been retired and moved to the two more modern and secure platforms. The number of Unite Connections users has grown from 7,000 in 2015 to over 25,000 in 2017 worldwide, with over 1 million unclassified files uploaded. In addition, users collaborated on almost 18,000 wikis and blogs, and 5,800 communities were created. In the case of Unite Docs, over 6,900 users globally are using the system and have uploaded more than 2.5 TB (almost 4.5 million files) of content onto the platform. The Office continues to work closely with the Archives and Records Management Section to facilitate and improve records management.

39. Inspira, the standard Secretariat talent and learning management solution, has been enhanced to include functionalities to support offer management, the Secretariat mobility programme, post management and reference checking. Recruitment of consultants and temporary vacancy announcements are currently supported, as is enhanced integration between Umoja and Inspira. The Office of Human Resources Management continues to use Inspira to support e-learning and learning management, including its expanded use by the Department of Peacekeeping Operations in field missions for troop and United Nations police training on mandatory United Nations courses.

40. In addition, the Official Document System, which is the main repository for parliamentary documents, has been upgraded, including a new look and feel, to offer many new features available on a wide range of mobile devices, enhanced search capabilities and enhanced downloading. Further improvements will include supporting document metadata in the six official languages and allowing users to search document titles in all languages, in addition to the existing multilingual content currently provided.

Workflow systems

41. The automation, tracking and performance management of service delivery is critical to both management reform and the optimization of support services. The standard enterprise workflow and service management platform, iNeed, is used in various departments to expedite and monitor service delivery in such areas as human resources entitlements, the Unite Service Desk and facilities support requests, as well as for ICT operations management. This has resulted in previously unachievable visibility and insight into support and service management performance.

Solutions to support the work of the United Nations

42. Enterprise systems are increasingly being used by institutions worldwide to support the substantive work of the Organization in a variety of critical areas, including prevention of drug trafficking and money-laundering, financial intelligence, conference management support and learning management. The financial transaction analysis system developed and supported by the Enterprise Application Centre in Vienna in the context of a European Union-funded UNODC project, goAML, is among the critical tools used by Member State administrations to combat these ever-growing threats. It is used by financial intelligence units of Member States to combat money-laundering and the financing of terrorism as part of the goPortfolio (unite.un.org/goPortfolio) software suite for Member States, intended to help to strengthen their capacity to fight organized crime.

43. The United Nations has increasingly relied on websites, both public and internal, to share information across multiple constituencies within and outside the Organization. The Secretariat and the agencies, funds and programmes all use public websites such as those hosted on the www.un.org website to communicate their mandates, achievements and activities. The number of such websites continues to grow and attract large numbers of visits, with the www.un.org site alone receiving more than 150 million unique visits in the previous year, while serving as the information gateway to the Organization. This increase in usage and visibility of websites has also increased risks to the data, reputation and security of information of the United Nations in cases where the requisite ICT security controls are not in place. In addition, websites that are non-compliant with standards in the areas of technology, ICT security, branding, multilingualism and accessibility ultimately undermine the image of the United Nations and its commitments to represent and serve its constituencies. In response, the Office of Information and Communications Technology, in cooperation and coordination with the Department of Public Information and the Department for General Assembly and Conference Management, continues to advance its website harmonization programme and has established strengthened procedures to ensure compliance with standards. Ensuring multilingualism and accessibility across websites is especially critical to making United Nations public information as inclusive and accessible as possible. The Office is employing several innovative technologies, software and technical training to ensure that sites meet accessibility requirements to remove barriers that prevent interaction with, or access to, websites by people with disabilities and to provide equal access to information and functionality to all users. The Unite Web platform is central to those efforts, providing an enterprise standard web content management platform to departments that offers a cost-effective solution to manage public websites without the need for developers or technical skills.

44. The Secretary-General, in his report entitled "Special measures for protection from sexual exploitation and abuse: a new approach" (A/71/818 and

A/71/818/Corr.1), presented his strategy to improve the Organization's system-wide approach to preventing and responding to sexual exploitation and abuse. The strategy focuses on four main areas of action: putting victims first; ending impunity; engaging civil society and external partners; and improving strategic communications for education and transparency. The Office of Information and Communications Technology is working under the leadership of the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, and in coordination with the Department of Public Information and the Office of Human Resources Management, to provide technical solutions to support the prevention of sexual exploitation and abuse across several areas, including: data collection, analysis and reporting; a system-wide repository of sexual exploitation and abuse cases and screening tool; a public-facing information portal on prevention of sexual exploitation and abuse; and ICT security technologies to prevent sexual exploitation and abuse online. These solutions will be developed and deployed during 2018.

Field systems

45. Field operations are conducted in environments with limited commercial and local telecommunications and Internet services. The Office of Information and Communications Technology, in collaboration with the Department of Field Support and the Department of Peacekeeping Operations, has delivered enterprise solutions to support key substantive and support areas. Examples of critical systems deployed to field operations include the electronic management of contingent-owned equipment (eCOE), which automates the inspection of contingent-owned equipment, consequently increasing billing accuracy and accelerating payment to troop-contributing countries.

46. The electronic fuel management system (eFMS-2), which provides full transparency across fuel supply chain operations, monitors consumption and helps to detect the misappropriation of fuel. The use of the system has resulted in savings due to faster data analysis and prompt-payment discounts, as well as a reduction in operational costs and fuel consumption due to stronger controls over fuel issuance.

47. The Field Support Suite of the Department of Field Support streamlines, standardizes and automates field-specific administrative and operational tasks common to most missions. Field Support Suite modules are designed to work together and to interface with other enterprise systems, such as Umoja, to facilitate service delivery in all field missions. The newest modules of the Field Support Suite include the aviation information management system, which streamlines data collection and core business processes related to air operations at the mission level. The system comprises a centralized database shared by New York, Brindisi and field missions.

48. Additional functionalities have been incorporated into the aviation information management system, such as basic crew management functionalities, real-time visibility of expenditure, including distribution of insurance costs, visualization of air operations on maps and automatic analysis of flight hours, thus enhancing essential support tools for air operations. The system is currently deployed in 23 field missions worldwide.

D. "One United Nations" network: global wide area network

49. The "One United Nations" wide area network, which unified 594 locations under a single standard, is fully operational. It successfully replaced over 100 legacy systems with a network that interconnects offices to ensure consistency, reliability

and secure service delivery, including the deployment of the five Umoja Foundation and Extension 1 clusters. This was achieved through a joint project with the Department of Field Support, led by the Chief Information Technology Officer. The "One United Nations" wide area network represents the cornerstone required to enable a centralized monitoring function, support the ICT infrastructure and further facilitate standardization.

E. Regional delivery model: Regional Technology Centres

50. The Regional Technology Centres, which were established in May 2015, are one of the governance and oversight mechanisms that ensure compliance with information security, ICT policies, standards and work methods. They also coordinate the delivery of technological solutions regionally. The Centres continued to solidify objectives achieved until 2016, ensuring that solutions remain sustainable and current. Priority projects in the Centres' ongoing programmes of work include:

(a) Setting up the appropriate global infrastructure to consolidate email messaging domains, migrating all mailboxes to the Microsoft Office 365 cloud and hosting therein; and supporting the implementation of additional Microsoft 365 tools, such as Skype for Business, OneDrive, Yammer and other applications. To date, over 23,000 user accounts around the world have been migrated. An additional 45,000 peacekeeping accounts will be migrated until the end of the third quarter of 2018;

(b) Continuing to secure the digital work environment to make it safe for staff, through initiatives such as mobile device management and the standardization of Wi-Fi protocols;

(c) Establishing global unified communications standards and tools following industry best practices, including the harmonization and standardization of equipment and procedures, and the convergence of email, voice, video, instant messaging and presence into one coherent United Nations-wide communications platform;

(d) Harmonizing the ICT infrastructure, as well as the service catalogue, while standardizing the service delivery management processes;

(e) Providing ongoing operational support for the implementation and monitoring of information security policies, including the 10-point action plan.

51. During the period, the Department of Field Support developed a field technology framework, which outlines the vision for the development of ICT in support of field mission operations over the next five-year period. The framework is aligned with the ICT strategy's vision for the delivery of ICT in the United Nations through modernization, transformation and innovation. It focuses on two priority objectives, namely optimizing the delivery of core ICT operations, and the repositioning required to become an effective delivery vehicle for innovation and technology solutions to field operations. The framework details the enabling role and commitment of the Department in implementing joint enterprise initiatives with the Office of Information and Communications Technology to leverage comparative advantage for the benefit of the Secretariat. It also details the steps required to introduce innovation to enhance capabilities and make field operations more efficient and effective, sustainable, agile and responsive. The implementation of the framework will be reviewed annually by the Department and will develop in line with the strategy's implementation.

52. The Regional Technology Centres complement the field technology framework of the Department of Field Support, which facilitates oversight by the Department of the delivery of ICT services in peacekeeping missions to civilian and uniformed personnel and other co-located partners through three regional ICT service centres spanning 35 entities. The annual workplans for the regional ICT framework promulgate department- and region-specific strategies; they also reflect the ICT strategy and region-specific goals.

F. Global monitoring: Enterprise Network Operations Centre

53. The Enterprise Network Operations Centre continues to successfully monitor all networks and Enterprise Data Centre operations. Additional consolidation is in progress with the merging of the monitoring solution run by the Office of Information and Communications Technology into the Network Control Centre operated by the Department of Field Support. That stage was completed in November 2017.

G. Hosting and connectivity: Enterprise Data Centres

54. The Enterprise Data Centres continue to deliver services in the areas of hosting, connectivity and monitoring. Major systems continue to be strengthened and moved to the Centres. Since July 2016, the following additional applications have been moved: programmatic donor reporting; enterprise search; Unite Conferences; legacy Domino applications farm; and enterprise service bus. Migrated applications benefit from the round-the-clock operation of the Centres, guaranteeing global service in all time zones. In addition, the Office of Information and Communications Technology is working in close collaboration with the Department of Field Support to create a single United Nations hybrid cloud data centre by interconnecting the Valencia, Brindisi and New York Data Centres to public cloud solutions.

55. The Office of Information and Communications Technology, together with the Department of Field Support, endorsed cloud adoption, further enhancing and diversifying the Enterprise Data Centre service offering. Cloud computing represents a great opportunity to achieve innovation and agility at a lower cost. Cloud computing leverages shared, configurable, scalable computing resources that are delivered as a service through the Internet. A new United Nations cloud strategy proposes a hybrid and multi-cloud approach. An on-premise, private cloud will host sensitive and critical applications and systems, while third-party, public cloud technologies will be acquired for other platforms. The cloud strategy will enable the United Nations to:

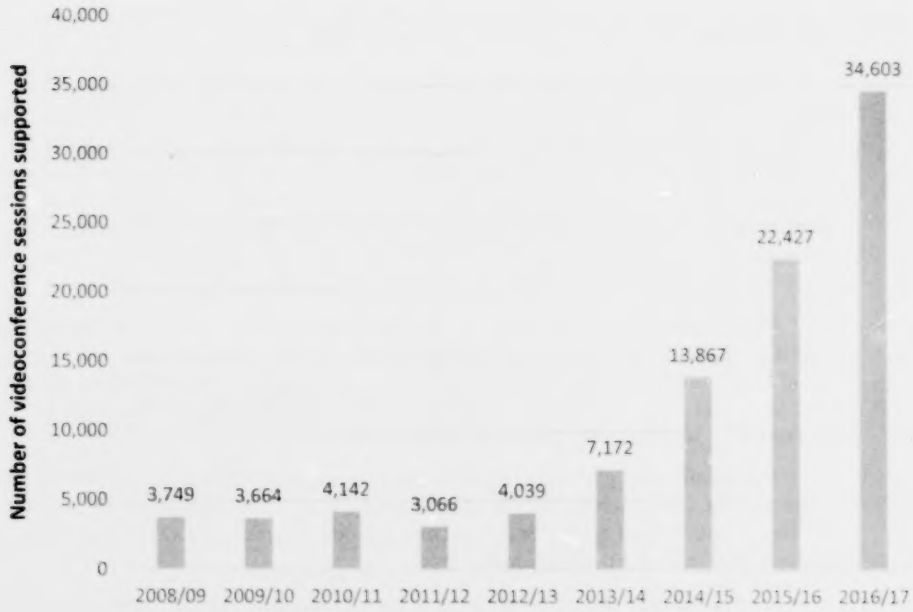
- Become more agile and responsive to business demands
- Establish a global footprint more quickly and with less capital, as well as reduce future expenditure
- Adapt to demand changes and scalability requirements more seamlessly
- Ensure greater transparency by line of business or project
- Reduce risk around infrastructure non-compliance
- Shift information technology resources away from low-value tasks to high-value ones, such as security and enterprise architecture

By adopting a cloud strategy based on automation and orchestration, the Secretariat believes that the impact will go beyond technology architecture to benefit the United Nations strategically and substantively.

H. Better tools: global engineering and conferencing

56. To maintain quality and continuously improve the service delivery of seamless videoconferencing, the existing technical procedure for operations and standards has been reviewed and updated with additional guidelines. Through close cooperation between the Office of Information and Communications Technology, the Department of Field Support, the United Nations Office at Geneva and other major videoconferencing service providers, implementation throughout the Organization has been monitored and is progressing well. Recent analysis has shown the significant reliance of the Secretariat on videoconferencing and confirmed the trend of increased number of videoconference sessions, as illustrated in figure I. Efficient ICT conference management systems help to control travel costs and minimize productivity loss through reduced travel time; however, further investment needs to be considered to meet the increased use of and demand for videoconferencing services.

Figure I
Use of information and communications technology conference management systems



57. Other projects to enhance global engineering and conferencing are also under way, such as unified communications; a videoconferencing booking and management system; and private cloud videoconference bridging infrastructure. Requirements and solutions for the projects have been developed, and projects will be executed through

interdepartmental and interregional collaboration, including the Department of Field Support and the Secretariat. While services will benefit users during the integration of the broadcasting and conferencing services, the infrastructure projects were planned to be integrated by the end of 2017.

58. An assessment of audiovisual and multimedia facilities and associated infrastructure conducted by the Regional Technology Centres and Global Engineering and Conferencing has shown that the infrastructure needs significant updating and investment. A considerable amount of United Nations equipment is due for replacement or needs to be upgraded, as many items have exceeded their economic life cycle. Global Engineering and Conferencing is actively assisting regional centres with the preparation of technology assessments and requirements analysis, as well as developing a long-term capital investment budget.

59. Global Engineering and Conferencing is providing expertise and assistance with projects to all duty stations, such as the strategic heritage plan of the United Nations Office at Geneva, the renovation of Africa Hall in the Economic Commission for Africa and the renovation of Conference Room 3 in the Economic and Social Commission for Asia and the Pacific. Those and other smaller projects are different in scope and scale and present a good foundation and building blocks for integration into a future strategic vision. Coordination between geographically and departmentally distributed projects is crucial to ensuring that required standards are compatible with the global strategy. A specific ICT technical coordination subcommittee has been established for the strategic heritage plan in order to improve project and new capital investment governance.

I. Client-centric service: Unite Service Desk

60. The Unite Service Desk, which first became operational in September 2014 in Bangkok, followed by Nairobi, Geneva, New York and Brindisi, is fully established at present and continues to pursue further consolidation, harmonization and continuous improvement of support activities for enterprise applications and services. The five hubs have achieved the primary objective of providing round-the-clock global support to United Nations personnel worldwide, irrespective of time and place. Working as one virtual entity, the five hubs serve as the single point of contact for service requests, problems or enquiries for all key enterprise ICT applications.

61. Core support processes, such as incident management, request fulfilment and problem management, have been established on the basis of the Information Technology Infrastructure Library framework, an industry standard set of detailed best practices for information technology service management that focuses on aligning ICT services with the needs of the business.

62. The number of global enterprise applications and services supported by the Unite Service Desk increased from 14 at the end of 2015 to 35 at present. In addition, the Desk consolidated activities in the Umoja production support value chain, which resulted in significant benefits, including:

- An overall decrease of 27 per cent of service requests per day relative to 2016, driven by the stabilization of Umoja (50 fewer service requests per day relative to 2016) and by the implementation of the Inspira "contact us" page (76 fewer tickets per day)
- A significant customer satisfaction achievement, as shown by an average score of 88 per cent, a result 6 per cent better than the previous year

- A marked operational improvement, evidenced by a 66 per cent decrease in average resolution time and a 43 per cent decrease in the average lifetime of service requests processed in 2017 relative to 2016

J. Strategic analysis: business intelligence and analytics

63. Analytics and business intelligence services have been delivered as a programme of the strategic framework of the Office of Information and Communications Technology. As the Organization matures in its understanding of the potential of data-driven decision-making, the demand for business intelligence and analytics services is increasing. More systematic data management across the Organization has resulted in the adoption of a single data warehouse, which serves as a repository for a range of data sources from legacy and current systems, leading to improvements in data governance and management.

64. At the senior management level, the Office of Information and Communications Technology has been providing a series of executive dashboards, facilitating access to unified data for decision-making and providing key managerial information related to finance, human resources and other corporate services. Senior managers thus have access to key performance indicators that combine data sources from major enterprise applications, including Umoja, iNeed and Inspira. These foundational business intelligence and analytics solutions have also been extended to support the substantive areas of the Organization.

65. As in most areas of ICT in the Secretariat, business intelligence is not yet harmonized, with multiple repositories of data, many different technologies in use and a range of methodologies employed. Efforts to harmonize business intelligence continue, with progress having been made in the areas of client engagement, requirements definition and stakeholder governance.

66. The Office of Information and Communications Technology has developed 100 generic business intelligence reports in all administrative areas and 14 dashboards. In cooperation with the Department for General Assembly and Conference Management, the Office has also put in place new dashboards for key performance indicators regarding conference management and the documentation chain.

IV. Innovation: a digital agenda for the United Nations (phase two of the strategy)

67. The explosive growth of the Internet and increased connectivity worldwide offer the United Nations unprecedented opportunities to engage technology and data to support its mission and to better reach those that it serves and represents. However, those opportunities also represent a significant threat to the Organization.

68. The focus of the ICT strategy has shifted to the use of technology and data in support of the core work of the United Nations. Noting that the General Assembly decided in previous resolutions that the Chief Information Technology Officer leads all ICT activities in the Secretariat, as the strategy transitions to the innovation phase, it is essential that ICT programmes supporting substantive work become more harmonized. Several initiatives are under way, building on the work done to date.

69. The digital agenda leverages technology to implement the decision of the General Assembly with respect to strengthening the Organization and facilitating the

work of the United Nations in the areas of peace and security, human rights, the rule of law, social and economic development and humanitarian affairs.

70. In today's world, ICT is much more than internal enterprise systems, services and infrastructure. It is a catalyst and enabler for better delivery of the overall mandates of the United Nations, and to this end innovation in technology and data are essential. With the digital agenda for the United Nations, the Office of Information and Communications Technology aims to provide offices and departments of the Secretariat with the means to leverage existing and emerging technologies to increase efficiency and effectiveness and to identify new ways of providing services and delivering on the Organization's mandates. Innovation is also important in countering cybersecurity threats, with recent incidents demonstrating that the level of risk faced by the United Nations has grown significantly since the ICT strategy was endorsed, and in fact even since the previous progress report on the ICT strategy to the General Assembly.

71. The United Nations currently finds itself in a world significantly different from the one of just five years ago. The global population has topped 7 billion, the physical world has changed, and areas considered stable have been destabilized by conflict and natural disasters leading to humanitarian crises. The United Nations continues to deliver on its mandates, adapting to the changing landscape and evolving its approach to peace and security, international law, human rights, humanitarian affairs and sustainable development. However, an even more seismic shift is occurring in cyberspace as the boundaries between the cyber and the physical worlds dissolve, introducing new and significant threats requiring a holistic approach to cyber and physical security. Those threats present a danger to the United Nations, its assets and its personnel and affect its ability to implement its mandates. In highlighting these issues, the ICT strategy seeks to raise awareness of those threats and establish means to counter them to the extent that resourcing will allow.

72. Internal cybersecurity groups such as the Digital Blue Helmets show how the Office of Information and Communications Technology supports and safeguards United Nations programmes. Staff and contract resources in the Digital Blue Helmets community are trained, knowledgeable practitioners who specialize in the risks and issues related to cybersecurity. As experts who can operate in the cyberworld, they play a critical role in analysing cyberthreats, protecting the United Nations from cyberintrusion, and in supporting departments in the implementation of mandates. Aside from an influential service, the Digital Blue Helmets represent a call to action for the members of the technology community who want to ensure that they take a positive role in cybersecurity, combating cybercrime and having a positive effect in cybersecurity capacity-building at the United Nations.

73. To increase awareness of emerging technologies and innovative techniques, the Office of Information and Communications Technology has started to hold periodic "TechNovation talks", which are briefings open to United Nations personnel, as well as delegates of Member States. The talks help to raise awareness of such issues as the future of organizations, cities and societies, blockchain and cryptocurrencies, artificial intelligence and machine learning.

74. Such briefings and resulting conversations with departments and offices often lead to concrete projects in which the Office of Information and Communications Technology employs new technologies to assist offices and departments. Recent examples include a tool for the analysis of General Assembly resolutions and voting records, a solution for the analysis of national cybersecurity strategies (in

collaboration with the International Telecommunication Union) and automated analyses of global conflict and terrorism.

75. New technologies such as artificial intelligence, machine learning and language processing are employed by the Office of Information and Communications Technology to create tools to address requirements within the Secretariat, as well as in support of Member States. In this area, an automated analysis of news and social media was undertaken to predict outbreaks of violence and was tested in the context of the recent national elections in Kenya. The Office continues to keep abreast of technological development and direction.

76. To engage technologists around the world, the Office of Information and Communications Technology implemented Unite Ideas, a crowdsourcing platform that harnesses ideas and solutions from thousands of data scientists and coders all over the world, which is currently used to solve complex challenges, providing real tools and solutions. These and many other ICT innovations help to make the United Nations accessible to the global community and Member States. To date, 11 challenges have been launched, with over 34,000 visits to the Unite Ideas site. The use of crowdsourcing allows the Organization to solve some of the most complex problems that humanity faces through the open and constructive contributions of the public.

77. A new platform, ICT for Sustainable Development (https://ict4sd.github.io), was launched in 2017 to facilitate collaboration with academia. The platform brings challenges to volunteering academic groups, which create solutions that are then shared with the United Nations, Member States and the public as open source software.

78. Innovation plays a critical role in moving the United Nations forward and in acknowledging that the Organization's ability to innovate and engage in partnerships will be a significant factor in whether it is successful in its efforts to implement its mandates. To engage the gears of innovation proactively, the Office of Information and Communications Technology is establishing United Nations Technology Innovation Labs, using the cutting-edge frontier technology currently available, such as blockchain, artificial intelligence and the Internet of things. Through innovation and partnerships, the United Nations will use technology to address a wide range of issues that pertain to its mandates. The United Nations Technology Innovation Labs will support the sharing of technologies and ensure that solutions are scalable, replicable and effective in helping to solve systemic global problems and accelerate the delivery of United Nations mandates.

79. The Office of Information and Communications Technology has initiated a structured approach to the establishment of partnerships, one component of which is an ICT advisory board. The board is designed to operate at the nexus of external organizations and the United Nations, bridging the gap between the private and public sectors and academia with the mandates of the United Nations.

80. Many partnerships have been established with private and public sector organizations, as well as academia and individuals in relevant fields. An example is the United Nations partnership with civil society in support of target 16.9 of the Sustainable Development Goals. The partnership will support efforts to achieve an officially recognized identity for all.

81. The partnership with ID2020 is focused on an open, human-centric approach to identity, one that draws on recent advances in biometrics and innovative technologies. Currently it is estimated that over 1.1 billion people have no verifiable identity.

Through collaboration with civil society, two large technology companies and the United Nations, the Office of Information and Communications Technology is supporting efforts to provide an official identity for all using technology.

82. Under the umbrella of the digital transformation agenda of the Secretary-General, and in line with Secretary-General's bulletin ST/SGB/2016/11 and close collaboration with substantive Secretariat units and user communities, the Enterprise Application Centre in Vienna has developed and delivered a portfolio of sustainable and affordable information technology solutions to key government institutions of Member States, including agencies countering corruption, controlling illicit drugs and combating transnational organized crime, for use in their jurisdictions.

83. The provision of software products is aimed at establishing and strengthening national capacities to gather, analyse and disseminate data, information and intelligence and to conduct tactical and strategic analyses to assist them in formulating relevant policies, rules and laws.

V. Optimization: global sourcing and global assets management

A. Global sourcing

84. In line with the process of rationalizing resources consistent with efforts to achieve harmonization of infrastructure and services across the ICT offices of the Secretariat, significant progress has been made in harmonizing procurement needs, leading to the establishment of new global system contracts administered by the Operations Coordination Section of the Office of Information and Communications Technology.

85. Procurement actions either have already been completed or are under way to establish global system contracts for information technology equipment; voice, data and hosting cloud services; and enterprise software development and applications services, accessible by multiple users in multiple locations across the Secretariat. With a larger number of users and a long-term contracts period, it has been possible to achieve economies of scale and discounts on the equipment and/or services procured.

86. During the third year of implementation, in a collaboration among the Office of Information and Communications Technology, the Information and Communications Technology Division of the Department of Field Support, other Secretariat offices and the Procurement Division, efforts continued towards the accomplishment of global sourcing and contracts management, as outlined below:

(a) A contract for the provision of geospatial information services was awarded in July 2016;

(b) An ICT global system contract is being established for the provision of fully managed services such as email, storage, satellite network management and service desk; task order services; and integrated workforce services. The service locations include the Secretariat in New York and peacekeeping and special political missions, as well as economic commissions, tribunals and offices away from Headquarters. The procurement process is currently at the technical evaluation stage, and it is expected that a contract will be awarded in the first half of 2018;

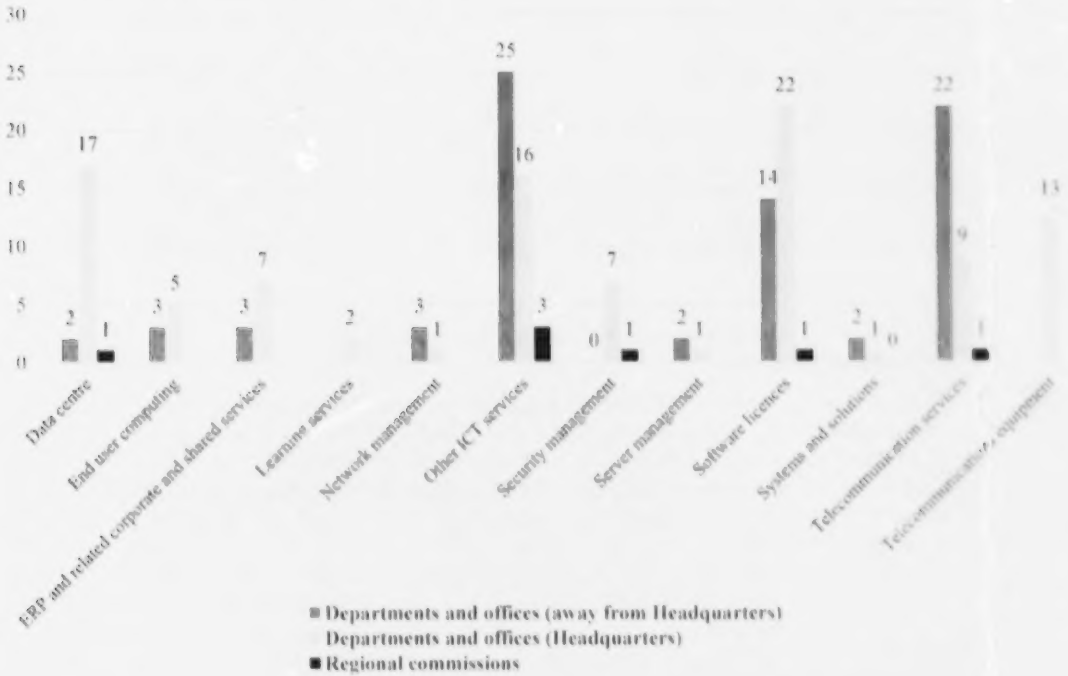
(c) An application service global system contract is being established through three delivery models, consisting of integrated workforce services, a retainer

agreement and task orders. Both the Office of Information and Communications Technology and the Information and Communications Technology Division will benefit from this agreement in multiple locations. The statement of work is currently under review by the representatives of the Office, the Information and Communications Technology Division and the Procurement Division. The award of the contract is expected in the first half of 2019;

(d) Although the SITA telecommunications contract for the provision of global connectivity was established in 2013, its scope and use have been progressively increasing over time, resulting in better prices and global volume discounts, a successful example of global sourcing. The AT&T contract for connectivity at Headquarters will be terminated and services incorporated into the SITA contract;

(e) Direct negotiations are under way with two major cloud computing service providers for the establishment of a global system contract for building, deploying and managing applications and services through a global network of managed data centres. Cloud computing will provide software as a service, platform as a service and infrastructure as a service, allowing the United Nations to avoid upfront infrastructure costs and enabling the Organization to focus on its core businesses instead of spending time and money on computer infrastructure.

Figure II
Overview of contracts related to information and communications technology



Abbreviation: ERP, enterprise resource planning.

B. Global assets management

87. The importance of the strong central leadership of the Chief Information Technology Officer for the overall direction and performance of ICT activities within the Organization has been acknowledged by the General Assembly (resolution 69/262, sect. II, para. 16). With respect to asset management in the global Secretariat, improved control and accountability can be provided through strengthened visibility of both tangible and intangible assets; to that end, the Office of Information and Communications Technology and the Department of Field Support undertook a review of assets and acquisitions in May and June 2016. The Organization currently procures and maintains both annual subscriptions and perpetual licences; however, it has become apparent from the review that there is an opportunity to move from individual to enterprise-wide licensing with significant benefits to the Organization. Soon, Umoja will provide the opportunity for the Office to monitor physical and intellectual property and software licences, which constitute a significant portion of ICT investments and resources.

88. Umoja is already in place as the central database repository data warehouse for all ICT assets and system to monitor the status of property, plant and equipment, transactions and change management control of physical ICT assets. Software licences are registered through the service entry sheet under the Umoja procurement process and registered, in accordance with the standard Umoja procedure, as intangible assets. The Office of Information and Communications Technology is currently working with the Office of Programme Planning, Budget and Accounts to establish a standard procedure for the identification and capitalization of intangible assets resulting from software development.

89. All United Nations ICT assets are monitored and controlled throughout the life cycle of each item, from receipt to disposal. For intangible ICT assets, including licences, the verification is conducted frequently using business analytics methods to ensure the appropriate use and custody of the asset and the appropriate control systems. Assets are monitored to ensure proper accountability and that related records are maintained. Appropriate levels of authority for physical and intangible assets management are delegated by the Chief Information Technology Officer to the Regional Technology Centres.

Information and communications technology assets and inventory in peacekeeping operations

90. As at 30 June 2017, ICT assets held by peacekeeping operations had an original purchase value of $642.5 million, which had depreciated by $370.5 million, resulting in a residual value of $272 million as at 30 June 2017. Of those assets, 57.3 per cent ($368.5 million) were categorized as property, plant and equipment items (e.g. satellite earth stations, shelters for communications equipment), 41.7 per cent ($268.6 million) were categorized as expense items (e.g. computers, printers, satellite phones) and 1 per cent ($5.4 million) were categorized as inventory items (e.g. portable radios, storage disks), as shown in figure III. Of the total assets, 75 per cent ($481.6 million) were in use, 17 per cent ($108.3 million) were held in stock, 6 per cent ($38.7 million) were pending write-off or had already been written off, and 2 per cent ($13.8.0 million) were being transferred, loaned or under shipment (see figure IV).

Figure III
Classification of Department of Field Support information and communications technology assets as at 30 June 2017

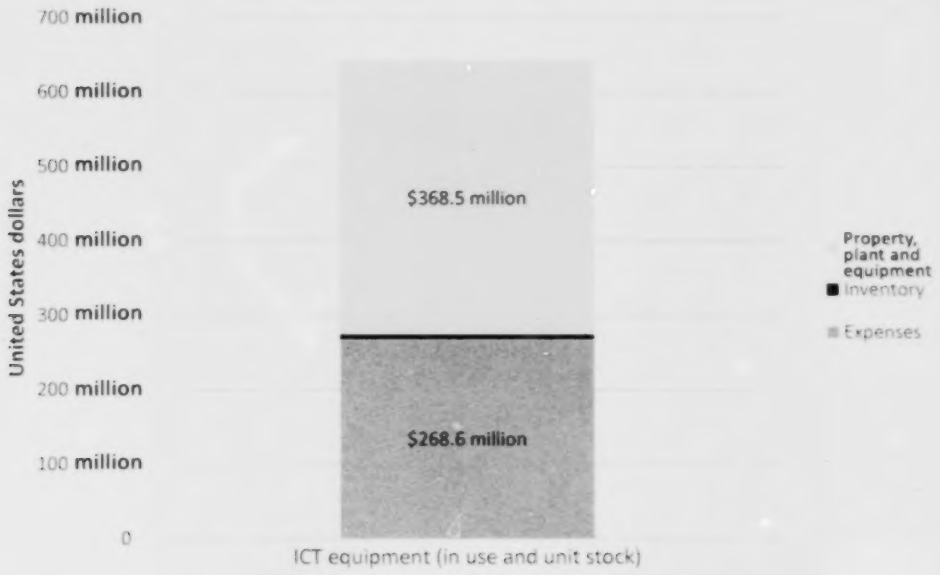
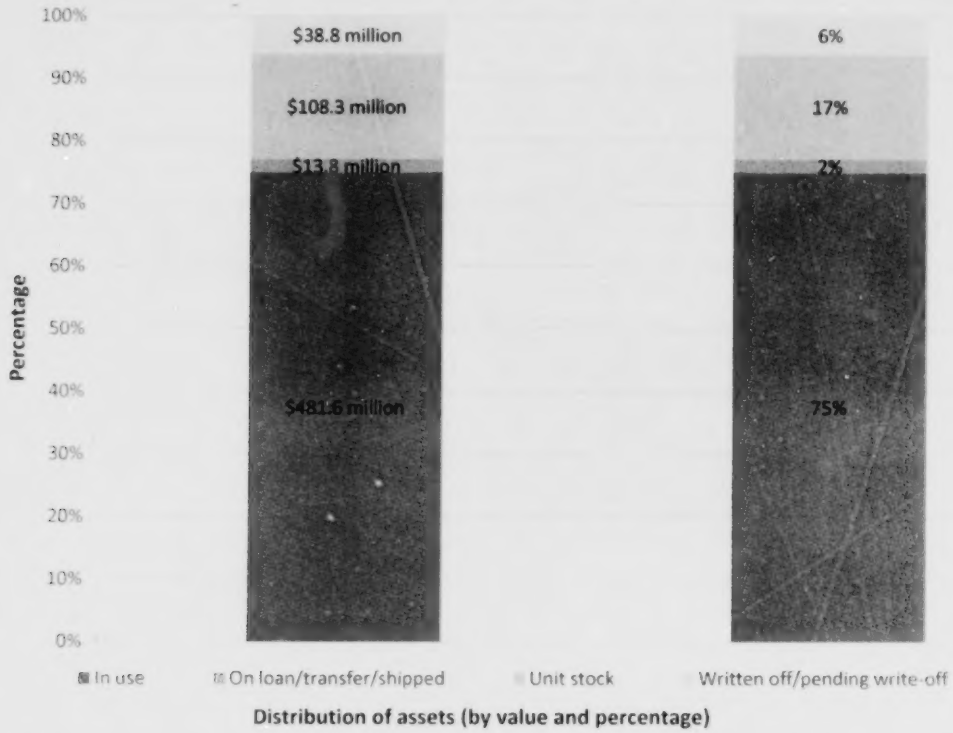


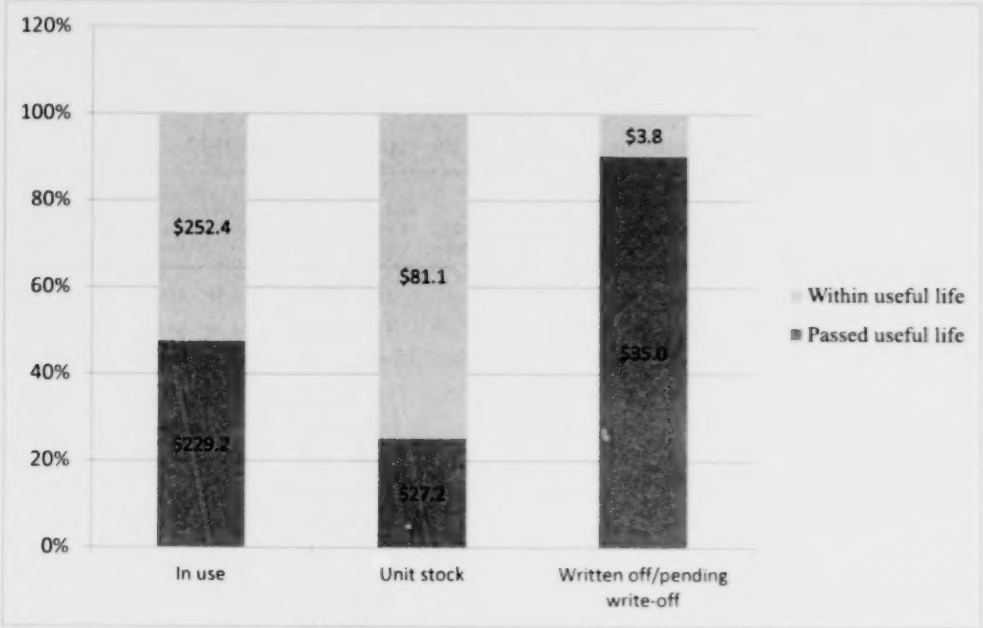
Figure IV
Status of Department of Field Support information and communications technology assets as at 30 June 2017



91. Of the assets that were in use, 47.3 per cent ($229.2 million) had passed the end of their useful life; and 25.1 per cent ($27.2 million) of the items in unit stock had passed the end of their useful life (see figure V). Assets that have passed the end of their useful life and are categorized as unit stock are generally held as interim operational replacements for immediate use owing to delays in receiving asset replacements.

Figure V
Status of useful life of Department of Field Support information and communications technology assets as at 30 June 2017

(Millions of United States dollars)



92. Peacekeeping missions continue to operate with ageing equipment and, if this continues, there is a potential for mission mandates to be compromised. For example, as at 30 June 2017, $45.8 million worth of computer notebooks and computer desktops were in use across peacekeeping and special political missions, of which 46.2 per cent ($21.2 million) had passed the end of their useful life, with the remaining 53.8 per cent ($24.7 million) expected to pass the end of their useful life by the biennium 2019–2020 if no replacements are provided.

93. Ageing equipment for network communications, valued at $94.1 million, totalling 14.6 per cent of all ICT assets, has passed or will pass the end of its useful life and is more likely to fail, making the network more prone to outages and systems failure. As the manufacturer will no longer provide support for such network equipment, there will no longer be any security updates or bug fixes, which increase the risk of spyware incidents, cyberattacks and hacking. The non-replacement of such network equipment has the potential to negatively affect the safety and security of staff, as well as eroding confidence and reducing productivity in field missions. Furthermore, the cost to maintain legacy equipment goes up as time goes on.

94. The Department of Field Support has developed a risk assessment framework against centrally defined parameters, which has facilitated a holistic review of the exposure to risk and impact on operations should no replacements be provided. The framework has shown that the ageing of the asset base has continued to accelerate over the past five years. Because of that degradation, the replacement of obsolete equipment associated with the delivery of critical services to the Secretariat and the Department of Field Support should be a priority. In addition, nominal end user

equipment that has been subject to technological obsolescence, and is therefore unusable, should be replaced. On the basis of that risk assessment framework, the resources needed for the replacement of critical assets for 2018/19 is $148.1 million (see table 2). That amount represents 57 per cent of the monetary value of all critical ICT assets past their life expectancy, and is fundamental to guaranteeing the availability of critical services going forward and reducing the risks of a major operational loss.

Table 2
Critical information and communications technology assets past life expectancy, June 2017

Description	*Total, all assets*	*Quantity, past life expectancy*	*Percentage past useful life*	*Value, in use and in stock (United States dollars)*	*Value, past life expectancy (United States dollars)*	*Value, past useful life (percentage)*
Computer desktop	14 331	9 752	68	14 077 055	9 967 859	71
Computer notebook	27 533	8 183	30	31 762 615	11 205 607	35
Computer server	679	537	79	9 340 778	6 595 386	71
Modem satellite	2 603	1 149	44	15 761 634	6 890 618	44
Network appliance	432	244	56	6 480 026	3 639 264	56
Network attached storage	53	26	49	832 771	115 858	14
Network firewall	736	302	41	11 325 458	4 463 917	39
Network router	1 641	1 083	66	22 827 069	16 135 832	71
Network server	296	149	50	3 687 705	1 658 596	45
Network switch	6 967	3 912	56	60 520 489	41 850 323	69
Radio broadcast equipment	910	466	51	6 104 399	2 246 284	37
Satellite earth station, fixed	434	164	38	15 687 353	7 460 530	48
Tape library system	22	15	68	482 178	374 550	78
Telephone PABX	503	344	68	23 842 610	17 598 810	74
Terminal, multichannel digital	4 256	2 123	50	26 977 156	16 373 479	61
Videoconference terminal	771	196	25	8 200 874	1 607 201	20
Total				**257 910 170**	**148 184 114**	**57**

95. With regard to the request from the Secretary-General to formulate a system-wide policy for the reuse and safe disposal of decommissioned ICT equipment, the Department of Field Support has provided guidance to field missions on reviewing local market conditions and exploring opportunities for the establishment of disposal agreements with local authorities, with a view to using alternative disposal methods. Through an annual directive on property management issued for the financial year 2017, missions are requested to implement United Nations principles of environmental stability in full compliance with the environmental policy for United Nations field missions and the Waste Management Policy, as well as with local environmental regulations and laws, and define an asset disposal strategy that includes specific guidance for the write-off and disposal of decommissioned ICT assets.

VI. Overview of financial resources

A. Overview of budget

96. The overall regular budget resources, including resources for the special political missions, have decreased from $5,620.2 million, as appropriated for the 2016–2017 biennium, to $5,405.1 million for 2018–2019 (see annex I). The approved ICT resources for 2018–2019 total $381.3 million, the same amount as for 2016–2017. Of that amount, 45.9 per cent represent human resources (posts in the Information and Telecommunication Technology Network, which includes the media technology, telecommunications technology and information management systems and technology job family), 20.5 per cent communications and 19.5 per cent data processing services (see figure VI).

97. The peacekeeping budgets available for ICT programmes decreased from $851.9 million during the 2016–2017 biennium to an estimated $747.9 million during the 2018–2019 biennium. The extrabudgetary resources decreased from $184.9 million for the 2016–2017 biennium to an estimated $181.5 million for the 2018–2019 biennium.

Figure VI
Total information and communications technology resources for 2016–2017 and 2018–2019, regular budget

(Thousands of United States dollars)

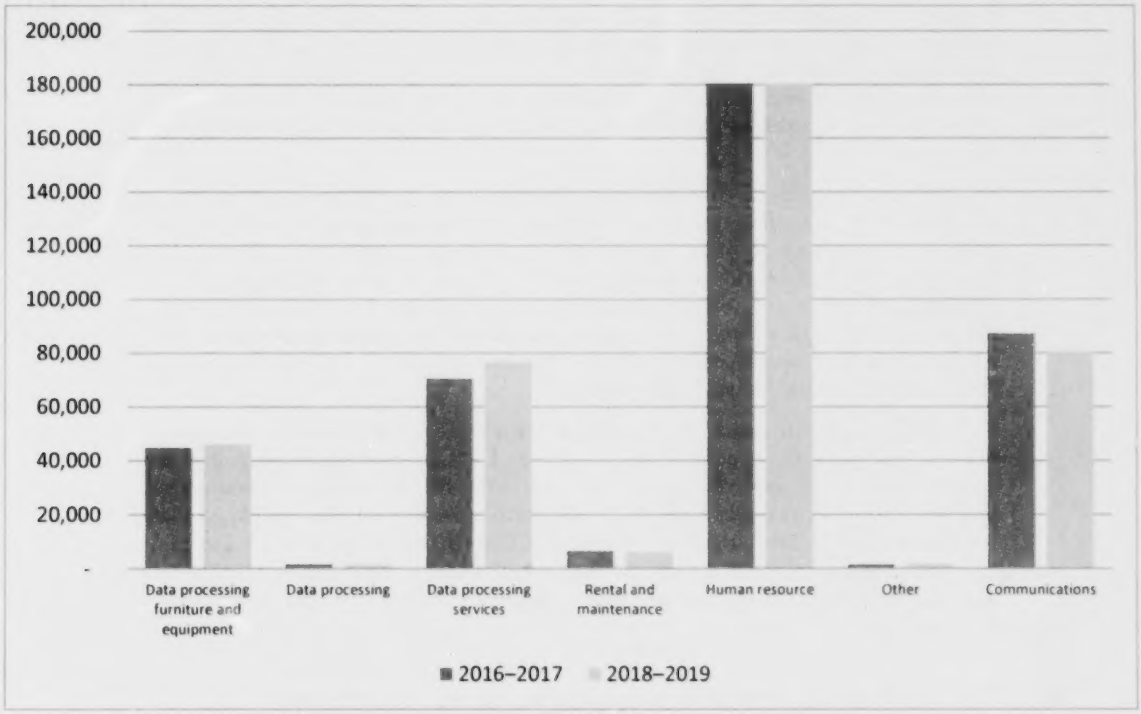
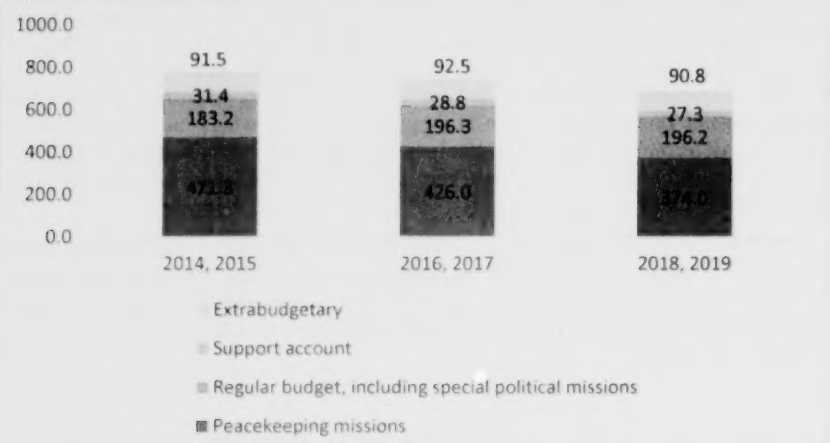


Figure VII
Overview of annual resources for information and communications technology, by source of funding

(Millions of United States dollars)



98. The Secretariat evaluated the resources necessary to take forward ICT programmes and activities mandated by the General Assembly and is determining the optimal level of resources required during the 2018–2019 biennium, considering cost optimization initiatives. The resources allocated to ICT from the 2016–2017 programme budget averaged 7 per cent of the overall appropriations. The budget for 2018–2019 will be implemented with ICT spending averaging 7.3 per cent of regular budget resources.

99. Annex I provides an overview of ICT resources for the bienniums 2016–2017 and 2018–2019, including resources for Umoja. The Organization allocated 3.6 per cent of its resources to ICT programmes and activities during the 2018–2019 biennium, but with broad differences across various sources of funding. For extrabudgetary resources, the allocation of ICT resources as a percentage of the total budget is 0.9 per cent, while for the support account that percentage is the highest, at 9.1 per cent. For peacekeeping missions, the allocation of ICT resources as a percentage of the total budget is 5.8 per cent.

100. The average distribution of post-related ICT resources in peacekeeping missions over the past three fiscal periods has been around 27 per cent, while the non-post resources account for approximately 73 per cent. In the 2017/18 period, ICT resources have decreased substantially from $445 million to $374 million, due mainly to the liquidation of the United Nations Operation in Côte d' Ivoire in 2016/17 and the approval of resources for 6 months for the United Nations Stabilization Mission in Haiti and the African Union-United Nations Hybrid Operation in Darfur, as opposed to 12 months.

B. Cost recovery of resources allocated to client departments

101. A main focus of the ICT strategy was the reduction of ICT costs across the Organization, resulting from a consolidation of ICT resources, infrastructure and help

desks, along with a rationalization of applications. Annual ICT costs have been streamlined, creating efficiencies in ICT services and allowing investments to become more focused on strategic deliverables.

102. A comprehensive rate card has been developed for the 2018–2019 biennium, including a standard fee for enterprise applications and personal computing.

VII. Conclusion

103. The ICT strategy established a common vision of ICT delivery in the United Nations through modernization, transformation and innovation, founded on a framework of improved governance and an effective balance of central leadership and operational freedom. However, challenges to fully realizing that vision remain.

104. The most significant issues affecting the ICT landscape of the United Nations and its ability to successfully implement its mandates, ensure effective support and respond to the growing cybersecurity threat continue to be fragmentation and a highly distributed approach to ICT, which limit interoperability, simplicity and resilience across the Organization and, ultimately, reduce efficiencies and increase costs.

105. ICT is critical to the United Nations and a strategic enabler allowing for modernization, simplification and flexibility, ultimately supporting the United Nations in delivering on its mandates. In close collaboration with all departments, issues highlighted by the Board of Auditors related to technical authority, comprising standards, policies and governance, have been tackled through the ICT strategy. Going forward, the ICT strategy will support organizational reform with new policies and processes that will simplify the Organization's work, and will support information sharing, thereby empowering more coherent mandate implementation. Processes and policies will be automated and built into workflows and systems so that compliance introduces minimal overhead on operations. Similarly, oversight, governance and accountability will be embedded in all applications to allow for automated accountability and risk management. Finally, in support of improved accountability in the context of escalating cybersecurity risk, control and accountability will work in concert with the segregation of duties embedded in systems, which will ensure appropriate checks and balances.

106. It is imperative that the United Nations transform into an organization that is at the forefront of the technology and data-driven revolution, in which technology is leveraged as a catalyst and enabler. To do so, the United Nations must focus efforts on four critical areas:

(a) Delivering on mandates: the use of technology, real-time data sharing, effective management and information and innovative technologies is key to the delivery of mandates;

(b) Technology to drive reform: internally, the United Nations can optimize support, logistics and administration; technology and data, if used properly, can lead to a more cost-effective and more efficient organization;

(c) Resources through partnerships: the enormous resources — financial, data and expertise — that exist in the technology sector, the innovative solutions emerging from individuals in a hyperconnected world, and the deep foundation of knowledge in academia are essential in supporting United Nations efforts;

(d) Data-driven decision-making: decision-making, policy formulation and legislative instruments that are established by the United Nations internally, as well as by the Member States, can be significantly strengthened if supported by the use of technology and data.

107. Despite challenges, significant progress made in the first two and a half years of implementation of the strategy indicates that the ultimate long-term goal of comprehensive, reliable and efficient ICT in the United Nations is achievable. To build on the gains so far, and to add further impetus to the implementation of the ICT strategy, consolidating and aligning, and thereby focusing on, strategic enterprise architecture, governance risk and compliance, as well as information security, is proposed, enabling a transformation that promotes innovation and a data-driven approach at all levels of the Organization. The Secretary-General intends to make further proposals designed to optimize the impact of ICT investment in the delivery of the Organization's mandated tasks, in the context of his reform proposals.

VIII. Action to be taken

108. The General Assembly is requested to take note of the status of ongoing implementation of the ICT strategy.

Annex I

Overview of information and communications technology resources for the bienniums 2014–2015, 2016–2017 and 2018–2019, including resources for Umoja

(Millions of United States dollars)

Biennium	*Regular budget, including special political missions*[a]	*Extra-budgetary*[a]	*Support account*[b]	*Peacekeeping missions*[c]	*Total*	*Umoja*	*Total, including Umoja*	*Annual, excluding Umoja*	*Annual, including Umoja*
2014–2015	366.4	183.0	62.8	942.5	1 554.7	111.1	1 665.8	777.3	832.9
2016–2017	392.5	184.9	57.7	851.9	1 487.0	99.0	1 586.0	743.5	793.0
2018–2019	392.5	181.5	54.5	747.9	1 376.4	77.6	1 454.0	688.2	727.0
Total ICT resources, 2014–2019	**1 151.4**	**549.4**	**175.0**	**2 542.4**	**4 418.1**	**287.7**	**4 705.8**	**2 209.1**	**2 352.9**
Total budgets for 2018–2019[d]	**5 405.1**	**21 313.4**	**601.5**	**12 952.4**	**40 272.5**	**77.6**	**40 350.1**		
Percentage of ICT resources as part of total budget	7.3	0.9	9.1	5.8	3.4	100.0	3.6		

[a] The analysis of staff costs approved for the biennium 2016–2017 and proposed for the biennium 2018–2019 captures posts in the Information and Telecommunication Technology Network, which includes the media technology, telecommunications technology and information management systems and technology job family. The analysis of non-post resources comprises non-post commitment items with regard to information technology and communications from the Umoja system. Totals do not include one-time Umoja project resources. For the regular budget, the 2014–2015 amount reflects actual expenditure. Owing to the unavailability of information, extrabudgetary expenditure for 2014–2015 is an approximation of 2016–2017 expenditure, where applicable.

[b] Calculations for staff costs with regard to the support account are based on the standard cost applicable for the support account for peacekeeping operations and count of actual authorized posts and general temporary assistance positions in the Information and Communications Technology Division of the Department of Field Support, the Office of Information and Communications Technology, the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts and the Human Resources Information Systems Section of the Office of Human Resources Management for the reporting periods.

[c] See A/C.5/68/26, A/C.5/69/24, A/C.5/70/24 and A/C.5/71/24 for amounts under communications and information technology classes of expenditure. See A/71/400, annex I, for the calculations for the staff costs with regard to peacekeeping missions for the 2014/15 period. For the 2016/17 and 2017/18 periods, staff costs with regard to peacekeeping missions are based on standard costs in peacekeeping mission budgets for staff in the ICT organizational units.

[d] See A/72/6 (Introduction), A/72/6 (Introduction)/Corr.1 and A/C.5/71/24. For peacekeeping missions, the total budget for the 2018–2019 biennium is estimated as double the approved amount for the 2017/18 period.

Annex II

Status of information and communications technology strategy projects

A. Overview of project status

Number of projects	*Status*
20	Strategic projects reported in the first progress report (A/70/364)
-7	Projects completed and moved to ongoing operations, second progress report (A/71/400)
13	Remaining strategic projects, second progress report (A/71/400)
-5	Projects completed and moved to ongoing operations, third progress report (A/72/755)
8	Remaining strategic projects, third progress report (A/72/755)

Note: Of the 13 remaining projects reported in the previous progress report, the following projects were successfully completed in 2016 and moved to ongoing operations: data centre consolidation; 10-point action plan to strengthen information security (compliance moved to ongoing operations); Umoja application interfaces; ICT policy and compliance (compliance moved to ongoing operations); and network and infrastructure upgrade (MPLS)/"One United Nations" network.

B. Modified projects, based on change requests that have been approved or are pending approval by the project management board

Change requests were approved by the project management board for the eight projects listed below; the requests were made to adjust the timeline of the projects, to phase out projects to enable better tracking, or to close projects that have been fast-tracked. Change requests may be made owing to procurement delays, funding issues, increased scope or re-evaluation of schedules.

Project name	*Change request description*
Unite Service Desk/consolidation	Modified the project finish date from 31 March 2017 to 31 December 2018 as the Service Desk consolidation is on hold. As a combined effect of cluster 5 going live and Galileo decommissioning, Department of Field Support/Department of Peacekeeping Operations consolidation activities were stopped and will be postponed to the end of 2018
Network and infrastructure upgrade (MPLS — multiprotocol label switching) — "One United Nations" network	Modified the project finish date from 31 December 2016 to 31 December 2017. Headquarters SoNET replacement was expected to be completed by 31 December 2017
Enterprise Network Operations Centre	Modified the project finish date from 31 December 2017 to 31 December 2018. Phase 2 was expected to be completed by 31 August 2017 and phase 3 by 31 December 2018

Project name	*Change request description*
Umoja mainstreaming	Modified the project finish date from 31 December 2018 to 30 September 2019. Activities on security, business intelligence and applications are expected to be completed by 30 September 2019
Global sourcing strategy	Modified the project finish date from 31 March 2017 to 14 February 2019. Project schedule was re-evaluated and adjusted based on high dependence on other departments. ICT contract award for requests for proposals for ICT services changed to first half of 2018, and contract award for application services to first half of 2019. Contract for cloud computing services was planned to be completed by the end of 2017
10-point action plan to strengthen information security	The 10-point action plan is transitioning to maintenance mode, and a longer term strategic road map has been developed for information security going forward
Website consolidation/ rationalization	Closed phase 1 (completed on 30 June 2017) and initiated phase 2 based on a new plan. Modified the project finish date from 30 November 2017 to 31 December 2020
Enterprise business intelligence and analytics	Modified the project plan by closing phase 2 and adding phase 3. Carried forward two remaining activities of phase 2 into phase 3. Modified the project finish date from 31 December 2016 to 28 February 2018

C. Ongoing projects

Project name	*Description*	*Start date*	*Finish date*	*Percentage complete*	*Key milestones*
Unite Service Desk/consolidation	Establish a 24/7 global support centre for enterprise applications, including Umoja, Inspira, Unite Docs, Unite Connections, iNeed, Earthmed, etc. Consolidate help desks across the Organization	1 January 2015	31 December 2018	93%	Fully resourced and staffed Enterprise Service Desk (finish date: 30 September 2015; complete) Technology roll-out (finish date: 30 September 2015; complete) Establish funding model (finish date: 31 December 2015; complete) Consolidation of help desks (finish date: 31 December 2018; on hold)
Network and infrastructure upgrade (MPLS — multiprotocol label switching) — "One United Nations" network	Upgrade the wide area network to accommodate existing and new enterprise applications	10 May 2013	31 October 2017	95%	Complete cluster 4 connectivity (finish date: 30 September 2015; complete) Establish funding model (finish date: 31 October 2015; complete) Continue to add Secretariat entities (finish date: 31 December 2017; complete)
Enterprise Network Operations Centre	Establish an enterprise-level operations centre that will be globally responsible for detecting changes of state for IT assets (event management) and determining the course of action required to return affected IT services to an acceptable level for the IT users as quickly as possible (incident management)	11 May 2015	31 December 2018	72%	Phase 1: monitoring of New York infrastructure by global Enterprise Network Operations Centre (finish date: 31 December 2015; complete) Phase 2: consolidation of global Enterprise Network Operations Centre and Network Control Centre of the Information and Communications Technology Division of the Department of Field Support into one enterprise monitoring solution (finish date: 31 August 2017; complete)

Project name	Description	Start date	Finish date	Percentage complete	Key milestones
					Phase 3: move monitoring of other Regional Technology Centres to Enterprise Monitoring (finish date: 31 December 2018; in progress)
Data centre consolidation	Deploy shared infrastructure services and applications to the Enterprise Data Centres	1 December 2013	31 December 2016	100%	Handover of core operational support activities from Regional Technology Centres to Enterprise Data Centres (complete)
					Resilient Unite Docs and Unite Connections in production (complete)
					Resilient Inspira in production (complete)
					Develop a project plan for migrating remaining applications (finish date: 31 December 2016; complete)
Umoja mainstreaming	Transfer responsibilities from the project to corresponding entities within the Secretariat	1 December 2013	30 September 2019	73%	Infrastructure (finish date: 31 December 2018; in progress)
					Security (finish date: 31 December 2018; in progress)
					Business intelligence (finish date: 31 December 2016; in progress)
					Applications (finish date: 31 December 2018; in progress)
					Deployment coordination (finish date: 31 December 2018; in progress)
					Production support (finish date: 31 December 2018; in progress)

Project name	*Description*	*Start date*	*Finish date*	*Percentage complete*	*Key milestones*
					Administration (project management, contracts, human resources, budget) (finish date: 30 September 2019; in progress)
Global sourcing strategy	Take inventory of all ICT contracts and assets and identify global sourcing opportunities	1 February 2016	14 February 2019	46%	Phase 1: requirements and development of requests for proposals (finish date: 31 December 2016) – Voice and data (complete) – Geospatial information services (complete) – ICT services (in progress) – Applications (in progress) Phase 2: solicitation and contract award for requests for proposals (finish date: 14 February 2019; in progress)
10-point action plan to strengthen information security	Strengthen information security across the Secretariat in the areas of: prevention, incident detection and response and governance, risk and compliance	1 March 2013	31 December 2016	100%	Initiative 1: workstation configuration to ensure compliance with policies and procedures (finish date: 31 December 2016; complete) Initiative 2: email filtering (complete) Initiative 3: mandatory security awareness training (complete) Initiative 4: network security — segmentation of network zones (finish date: 31 December 2016; complete) Initiative 5: intrusion detection (complete)

Project name	Description	Start date	Finish date	Percentage complete	Key milestones
					Initiative 6: cyberintelligence service/feed (complete)
					Initiative 7: approve and promulgate pending draft policies (complete)
					Initiative 8: classify information assets (finish date: 31 December 2016; complete)
					Initiative 9: mandatory implementation of minimum requirements for public websites (finish date: 31 December 2016; complete)
					Initiative 10: mandatory report of information security incidents (complete)
Disaster recovery	Develop a Secretariat-wide disaster recovery plan to ensure that critical ICT systems can be effectively failed over in case of emergency	1 May 2013 (phase 1)	31 December 2016 (phase 1)	100%	Review list of Secretariat-wide critical applications (complete)
		17 October 2017) (phase 2)	28 June 2019 (phase 2)	9%	
					Revise disaster recovery estimates for critical applications (complete)
					Resubmit proposal for disaster recovery for September approval (complete)
					Develop individual disaster recovery plans for critical applications (finish date: 31 December 2016; complete)
					Disaster recovery exercises (finish date: 28 June 2019; in progress)

Project name	*Description*	*Start date*	*Finish date*	*Percentage complete*	*Key milestones*
Umoja application interfaces	Ensure that existing systems and applications currently supporting administrative business requirements that will not be met by Umoja Foundation and Umoja Extension 1 releases continue to operate and serve their business purpose	1 May 2014	30 September 2016	100%	Fit/gap analysis (complete) Establish application interface profile (AIP) registry (complete) Approve first batch of AIPs for cluster 3 by Umoja Change Control Board (complete) Delivery of first production AIP interface (complete) Delivery of approved AIP interfaces to cluster 3 and 4 entities (complete) Rationalization of AIP interfaces and applications (finish date: 30 September 2016; complete)
ICT policy and compliance	Establish ICT policy compliance function. Perform self-assessment and detailed self-assessments for selected policies	31 July 2015	31 December 2016	100%	Issue policies (complete) Establish compliance function in the Office of Information and Communications Technology (complete) Coordinate self-assessments for all ICT entities (complete) Detailed policy compliance review (finish date: 31 December 2016)
Application consolidation/ rationalization	Reduce the cost, complexity and redundancy of the applications portfolio and achieve greater alignment with	1 June 2014	31 December 2020	70%	Phase 1: develop methodology and application road maps; establish global application portfolio (complete)

Project name	Description	Start date	Finish date	Percentage complete	Key milestones
	organizational objectives and technology architecture. This project is the essential part of the application management strategy, which has been executed by the established Enterprise Application Centres. Number of United Nations applications to be reduced from 2,340, in June 2014, to 1,000 by 2020 through the provision of Organization-wide systems, instead of local application development				Phase 2: decommissioning of scheduled enterprise resource planning-related systems, IBM Notes migration and execution of application rationalization road maps (finish date: 31 December 2017; complete) Phase 3: reduce number of United Nations applications to 1,000 (finish date: 31 December 2020; in progress)
Website consolidation/ rationalization	Increase the efficiency of the website operations, web design and security and bring about economies of scale through strategic changes in the current operating model	2 January 2014	31 December 2020	30%	Develop website technology and plan (complete) Develop United Nations website consolidation solution (complete) Harmonization levels 1 and 2: address critical websites (complete) Harmonization level 3: identify and remediate websites (complete) Harmonization level 4: identify and remediate websites (finish date: 30 November 2017; as phase 2) Phase 2 (finish date: 31 December 2020) – Establish project governance – Maintain the inventory of websites – Assess websites for regulatory requirements, business, technology and financial aspects – Identify issues, overlaps, improvement opportunities

Project name	*Description*	*Start date*	*Finish date*	*Percentage complete*	*Key milestones*
					– Develop and execute road maps for meeting compliance requirements and realize improvement opportunities for website harmonization and consolidation on common technology platform
Enterprise business intelligence and analytics	Establish business intelligence and analytics processes, reports, dashboards, standardization and governance for enterprise applications. Consolidate and defragment business warehouse environments	1 January 2016	28 February 2018	92%	Develop strategy and set up Data Governance Council (complete) Define roles/responsibilities, build capacity, procure SAP HANA licences and install new business intelligence schemas (complete) Consolidate data for ICT skills assessment (complete) Develop data governance framework and information asset registry (complete) Develop pilot projects. Build capacity for Umoja Business Intelligence an Analytics (finish date: 28 February 2018; in progress)

United Nations A/72/756

General Assembly

Distr.: General
20 February 2018

Original: English

Seventy-second session
Agenda items 133 (b) and 149

Financial reports and audited financial statements, and reports of the Board of Auditors: United Nations peacekeeping operations

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2017

Report of the Secretary-General

Summary

The present report provides information in response to the recommendations of the Board of Auditors contained in its report on United Nations peacekeeping operations for the 12-month period from 1 July 2016 to 30 June 2017 (A/72/5 (Vol. II), chap. II). The report is submitted in accordance with paragraph 7 of General Assembly resolution 48/216 B, in which the Assembly requested the Secretary-General, at the same time as the recommendations of the Board of Auditors are submitted to the Assembly, to provide it with his responses and to indicate measures that will be taken to implement those recommendations, with appropriate timetables.

The Administration has concurred with all the Board's recommendations and its relevant comments have been duly reflected in the report of the Board. The present report provides additional comments from the Administration, where appropriate, and information on the status of implementation, the department responsible, the estimated completion date and the priority for each recommendation contained in the report of the Board. In addition, the report contains updated information on the status of implementation of the recommendations of the Board relating to the prior periods that were reported by the Board, in annex II to its report, as not having been fully implemented.

18-02620 (E) 080318

Please recycle

I. Introduction

1. In its resolution 48/216 B, the General Assembly requested the Secretary-General, at the same time as the recommendations of the Board of Auditors are submitted to the Assembly, to provide it with his responses and to indicate measures that will be taken to implement those recommendations, with appropriate timetables. The present report is submitted in response to the recommendations of the Board contained in its report on the United Nations peacekeeping operations for the 12-month period ended 30 June 2017 (A/72/5 (Vol. II), chap. II).

2. In preparing the present report, account was taken of the provisions of the following documents:

(a) General Assembly resolution 52/212 B, in particular paragraphs 2 to 5 thereof, and the note by the Secretary-General transmitting the proposals of the Board for improving the implementation of its recommendations approved by the Assembly (A/52/753, annex);

(b) Paragraph 6 of General Assembly resolution 71/261 B, in which the Assembly requested the Secretary-General to continue to indicate an expected time frame for the implementation of the recommendations of the Board of Auditors and the priorities for their implementation, including the office holders to be held accountable and measures taken in that regard;

(c) Paragraph 7 of General Assembly resolution 71/261 B, in which the Assembly requested the Secretary-General to provide, in his next report, a full explanation for the delays in the implementation of all outstanding recommendations of the Board, the root causes of the recurring issues and the measures to be taken.

3. With regard to prioritization, the Administration noted that the Board had categorized 32 of the 75 recommendations for the period ended 30 June 2017 as "main recommendations". While all recommendations of the Board will be implemented in a timely manner, the main recommendations are considered to be of the highest priority.

4. The status of implementation of new recommendations as at 31 January 2018 is summarized in tables 1 and 2.

5. As indicated in table 1, of the 32 main recommendations issued by the Board, the Administration has implemented 4 and the other 28 remained in progress as of 31 January 2018. Of the 28 main recommendations in progress, 17 have been targeted for implementation before the end of 2018 and 3 for implementation in 2019. There are 8 recommendations of an ongoing nature for which no specific target dates had been assigned at the time of the issuance of the present report.

Table 1
Status of implementation of the main recommendations of the Board of Auditors as at 31 January 2018

Department responsible	*Number of recommendations*	*Not accepted*	*Implemented or closure requested*	*In progress*	*Target date set*	*No target date*
Department of Field Support and Department of Management	11	–	2	9	5	4
Department of Field Support	9	–	1	8	8	–
Department of Field Support, Department of Peacekeeping Operations and Department of Management	4	–	–	4	2	2
Department of Field Support and Department of Peacekeeping Operations	3	–	1	2	1	1
Department of Management	3	–	–	3	2	1
Department of Field Support, Department of Peacekeeping Operations and Department of Political Affairs	2	–	–	2	2	–
Total	**32**	**–**	**4**	**28**	**20**	**8**

6. As indicated in table 2, of the 75 recommendations issued by the Board, 11 have been implemented and 64 remained in progress as of 31 January 2018. Of the 64 outstanding recommendations, 48 have been targeted for implementation before the end of 2018 and 5 for implementation in 2019. There are 11 recommendations of an ongoing nature for which no specific target dates had been assigned at the time of the issuance of the present report.

Table 2
Status of implementation of all recommendations of the Board of Auditors as at 31 January 2018

Department responsible	*Number of recommendations*	*Not accepted*	*Implemented or closure requested*	*In progress*	*Target date set*	*No target date*
Department of Field Support and Department of Management	30	–	3	27	20	7
Department of Field Support	24	–	6	18	18	–
Department of Field Support and Department of Peacekeeping Operations	9	–	1	8	7	1
Department of Field Support, Department of Peacekeeping Operations and Department of Management	5	–	–	5	3	2
Department of Management	5	–	1	4	3	1
Department of Field Support, Department of Peacekeeping Operations and Department of Political Affairs	2	–	–	2	2	–
Total	**75**	**–**	**11**	**64**	**53**	**11**

II. Implementation of the recommendations contained in the report of the Board of Auditors

7. The information requested by the General Assembly on the status of implementation of recommendations contained in the report of the Board of Auditors for the financial period ended 30 June 2017 (A/72/5 (Vol. II), chap. II) is set out below. As indicated in the summary of the present report, the majority of the Administration's comments have already been included in the report of the Board. Accordingly, additional comments are provided only where deemed necessary.

8. **In paragraph 26, the Board reiterated its recommendation that the Administration recognize the actual costs of self-constructed items of property, plant and equipment that qualify for recognition as assets.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

9. The Administration's comments, including the root cause of the problem, were reflected in paragraph 27 of the Board's report. The Administration also wishes to report that the actual cost methodology will be applied for any new projects that are initiated at special political missions after 1 January 2018 and at peacekeeping missions after 1 July 2018.

10. **In paragraph 33, the Board reiterated its recommendation that the Administration phase out the standard cost methodology and recognize the actual associated costs of acquired items of property, plant and equipment that qualify for recognition as assets.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Ongoing

11. While the Administration agreed with the Board that the actual cost methodology is the most desirable technique, the standard cost methodology will have to be retained for an extensive period of time. The obstacles to the recognition of the actual associated cost methodology are explained in paragraph 34 of the Board's report. In the interim, the Administration is committed to carrying out regular reviews of the standard cost rates, noting that the five-year exemption in IPSAS 17 relates to the recognition of property, plant and equipment and does not refer to the issue of measurement.

12. **In paragraph 40, the Board recommended that the Administration enhance its disclosures regarding related party transactions and cost recovery transactions.**

Department responsible:	Department of Management
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

13. The Administration will increase its disclosures in the next set of financial statements.

14. **In paragraph 45, the Board recommended that the Administration instruct all missions and service centres that changes in supplier master data, such as bank details, only be effected after approval by the responsible finance and procurement officers. Umoja user rights should be configured accordingly and not allow the adding or modifying of bank details by a single user.**

Departments responsible:	Department of Management and Department of Field Support
Status:	Implemented
Priority:	High
Target date:	Not applicable

15. In addition to the Administration's comments reflected in paragraph 46 of the Board's report, it should be noted that the inaccuracy in changing supplier master data observed by the Board occurred when a wire transfer to a vendor had been initially rejected, requiring the Regional Service Centre in Entebbe to request new banking details for the same vendor. The request and the subsequent response were not initially routed through the Procurement Division, and thus there was a miscommunication. The role of updating banking data at the missions and at the Regional Service Centre is now limited, respectively, to the Procurement Section and to the staff of the Cashier's office.

16. To strengthen the internal controls in Umoja, a process was developed, whereby vendor banking data entered by one cashier must be approved by another cashier with approval authority before the banking data is saved in the system.

17. **In paragraph 47, the Board recommended that the Administration facilitate read-only access in Umoja to the supplier relationship management database in Umoja for all necessary users in the service centres and missions.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

18. A change request was logged in January 2018 requesting the creation of a read-only supply relationship management role. This change request was approved by the Change Advisory Board and is in the process of execution.

19. **In paragraph 53, the Board recommended that the Administration strengthen the management of bank accounts in Umoja by ensuring that the**

actual balances as at financial year-end are reflected in the general ledger and by reducing reconciling differences.

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

20. In addition to the comments reflected in paragraph 54 of the Board's report, the Administration will intensify its efforts to ensure the timely uploading of bank statements and the clearing of reconciling items, as outlined in the accounting manual. Similarly, the Department of Field Support has stated that it is an important requirement for the field missions to reconcile differences, if any, in cash held in bank accounts in a timely fashion.

21. **In paragraph 59, the Board recommended that the missions improve their reporting of group 1 commitments, in particular by implementing a targeted review of material commitments.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

22. In addition to the comments of the missions reflected in paragraph 60 of the Board's report, the Administration reports that the checking of the validity of group 1 and group 2 commitments is already a part of the year-end closing activities, and such activities are not limited to the year-end period only. All mission budget and finance sections are actively involved in the management of financial resources throughout the year. In the interim, the Administration continues to provide guidance to the finance and budget officers at the missions and has requested them to ascertain the grouping of commitments.

23. **In paragraph 74, the Board recommended that the Administration initiate guidance and training of staff members on the mapping of budgetary requirements to expenditures in Umoja.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

24. The Administration's comments were reflected in paragraph 75 of the Board's report. To make budget formulation simpler and more intuitive for the staff of peacekeeping missions, the Administration foresees the need for more training at the missions. The Administration intends to increase capacity-building training for field officers, including for the staff of self-accounting units. As the staff of the self-

accounting units become more familiar with managing resources allotted to their cost centres, the Administration expects to see further improvements.

25. **In paragraph 77, the Board recommended that missions prepare quarterly reports on material redeployments.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

26. The Administration's comments were reflected in paragraph 78 of the Board's report.

27. **In paragraph 83, the Board recommended that the Administration determine to either fully consolidate the welfare and recreation committees in the financial statements or entirely separate them, and act accordingly. Regardless of its decision, the Administration needs to ascertain whether the uncontrolled posting of welfare committees' transactions in Umoja to date led to uncovered liabilities and whether United Nations budgetary resources were spent for welfare activities.**

Departments responsible:	Department of Management; Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2018

28. In addition to the comments reflected in paragraph 89 of the Board's report, the Administration is determined to dispose of all balances pertaining to the welfare and recreation committees and not to record any further transactions related to the committees in the accounts of missions. In addition, the Administration will request the missions to recover budgetary spending, if any, before disposal.

29. **In paragraph 88, the Board recommended that the Administration revise its policy and standard operating procedure on welfare and recreation committees and issue clear guidance in the areas of workplans, compliance report, cash management and monitoring of revenues.**

Departments responsible:	Department of Management; Department of Peacekeeping Operations; and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

30. The Administration acknowledged the Board's observation on the inconsistent treatment of accounting entries related to welfare committee activities in Umoja.

which may have affected the financial statements of field missions. While the Department of Peacekeeping Operations and the Department of Field Support could assess the working arrangements of the welfare committees, they are also cognizant of the responsibility of the Department of Management to issue the accounting policies to be implemented throughout the Secretariat and across the missions. The Administration will assess the policies and working arrangements of the welfare committees and will take appropriate action accordingly. Additional comments were reflected in the Administration's response to the Board's recommendation in paragraph 89 of the Board's report.

31. **In paragraph 99, the Board recommended that the Administration establish a central budget for all strategic air operations and consider including all regional air operations and air troop movements in it.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Ongoing

32. In addition to comments reflected in paragraphs 100 to 102 of the Board's report, the Administration noted that the implementation of this recommendation may also be dependent, inter alia, on the willingness of the host countries to continue to permit and grant, in a timely manner, diplomatic clearances for shared aircraft coming from other missions. Also, while funding continues to be carefully segregated for each field mission, as required by the General Assembly in its appropriation framework, all aircraft leasing arrangements, usage and costs across field missions are currently administered and overseen holistically by a single entity within the Department of Field Support.

33. The recommendation to establish a central budget for strategic air operations, including regional air operations and troop movements, would need to be considered and approved by the legislative bodies. However, within the current approved budget framework, the Administration could review the arrangements for allotment and use the functionality of Umoja for project costs or cost recovery in order to produce a centralized budget that could then be charged to missions for their share of the costs. The air budget formulation process would also need to be reviewed within the context of Umoja Extension 2.

34. **In paragraph 103, the Board recommended that the Administration consider introducing centralized aircraft coordination at global and regional levels, which would permit the sharing of commercial and military aircraft between peacekeeping and special political missions in the most efficient and cost-effective way.**

Departments responsible:	Department of Field Support; Department of Peacekeeping Operations and Department of Political Affairs
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2018

35. In addition to the Administration's comments reflected in paragraph 104 of the Board's report, it notes that most of the United Nations fleet is, by nature, tactical and locally oriented by mission and by capability. The oversharing of such resources would likely result in inefficiencies regarding long-positioning and depositioning legs. Through the Secretary-General's initiative, sharing opportunities with regard to executive and regional jets have been identified. In addition, the Administration plans to use standby contracts in future as they present a fully shared capability that could be made available, when required. It should be noted, however, that, at certain levels of use, the standby modality is no longer cost effective and a dedicated long-term charter should be utilized. The Strategic Air Operations Centre within the Department of Field Support is responsible for coordinating strategic flights and, starting in February 2018, will also be responsible for the Movement Control Section wide-body jet operations. A limited sharing of air assets is already reflected in the budget proposals of some missions. Specific additional strategic air assets have been identified as being capable of providing better service if managed and controlled by a strategic entity rather than by one mission alone. These include executive and regional jets, as well as a tactical military aircraft that is to be based at the Regional Service Centre in Entebbe and shared by regional missions to support regional and cargo operations. By the end of 2018, the contract for the wide-body aircraft will expire and new requests for proposal will consider, inter alia, standby aircraft to support the strategic movement of contingent personnel, as well as local requirements.

36. **In paragraph 113, the Board recommended that the Department of Peacekeeping Operations and the Department of Political Affairs be put in charge of determining and keeping updated missions' current aircraft demands within budget limitations, and request missions to draft an air operations concept in close cooperation with the Department of Field Support. This air operations concept should include commercial and military aircraft as well as unmanned aerial systems. It should be based on the mission concept and the mission support concept as well as the military and the police concepts of operations. The Statements of Unit Requirements derived from the mentioned air operations concepts should be realistic and in accordance with the capabilities of aviation military units of that size. The Department of Field Support should be involved in the Statement of Unit Requirements process.**

Departments responsible:	Department of Peacekeeping Operations; Department of Field Support and Department of Political Affairs
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

37. In addition to the Administration's comments in paragraph 114 of the Board's report, the Department of Peacekeeping Operations and the Department of Field Support concur and will implement the recommendation, with the understanding that demands for aircraft will be determined through the integrated air operations concept developed by missions and jointly reviewed by the Departments to ensure its alignment with the mission mandates, mission concepts and operations and military and police concepts. The responsibility for the formulation of related plans and budgets and for ensuring that updated demand for aircraft remain within budget limitations would rest with the missions, with the Department of Field Support maintaining oversight. The Department of Peacekeeping Operations and the

Department of Field Support will ensure that Statements of Unit Requirements are realistic and are in alignment with the air operations concept.

38. **In paragraph 119, the Board recommended that the Administration consider delegating coordination and tasking authority for all peacekeeping and special political missions' strategic air operations to the Strategic Air Operations Centre.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

39. The Administration's comments, including the root causes, were reflected in paragraph 120 of the Board's report.

40. **In paragraph 121, the Board further recommended that the Administration consider subordinating the air operations component of the Transportation and Movements Integrated Control Centre to the Strategic Air Operations Centre to command and control the commercial and military aircraft of the regional missions.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

41. The Administration's comments were reflected in paragraph 122 of the Board's report.

42. **In paragraph 127, the Board recommended that the Department of Peacekeeping Operations collaborate with the missions to determine which fixed- and rotary-wing military aircraft can be replaced by commercial aircraft, provided this is less cost-intensive and does not have a negative effect on safety and security.**

Departments responsible:	Department of Peacekeeping Operations; Department of Field Support and Department of Management
Status:	In progress
Priority:	High
Target date:	Second quarter of 2019

43. In addition to the Administration's comments reflected in paragraph 128 of the Board's report, the missions have acted on the recommendation to replace military aircraft by commercial aircraft, where appropriate. The United Nations Mission for Justice Support in Haiti (MINUJUSTH) confirmed that, for the period from April to September 2017, two UH-1H and three MI-17 rotary-wing aircraft, under a letter of assist in support of the United Nations Stabilization Mission in Haiti (MINUSTAH), were replaced with two MI-8 commercial helicopters. Both current helicopters have operational restrictions/limitations, as they are used specifically in support of police

operations. The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) also reported that, together with United Nations Headquarters, it has been determined that two military medium sized fixed-wing aircraft are to be replaced with two commercial fixed-wing aircraft (1 CASA 295 and 1 C-130, to be replaced by 1 ATR 72 and 1 L-382, respectively). It is expected that greater efforts will be made to identify military aircraft that could be replaced by commercial aircraft, which would be significantly more cost-effective for the Organization.

44. **In paragraph 132, the Board recommended that the Administration develop key performance indicators that reflect the efficient and cost-effective use of commercial and military aircraft, including unmanned aerial systems. The indicators should also include total costs, including letters of assist, memorandums of understanding and all other costs related to air operations. Memorandum of understanding costs should be included as part of a contingent-owned equipment unit's key performance indicators.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2019

45. The Administration's comments were reflected in paragraph 133 of the Board's report.

46. **In paragraph 139, the Board recommended that the Administration issue guidelines that cover the entire process of the letter of assist and the related memorandum of understanding for military aircraft. The guidelines should set out the respective roles of the Department of Peacekeeping Operations, the Department of Field Support, the Procurement Division and the Headquarters Committee on Contracts. They should designate an accountable and responsible process owner and regulate the competitive selection of contributing countries as well as the calculation of reimbursement rates or fixed costs included in the Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police-Contributors Participating in Peacekeeping Missions.**

Departments responsible:	Department of Field Support; Department of Peacekeeping Operations and Department of Management
Status:	In progress
Priority:	High
Target date:	Ongoing

47. The Administration applies the peacekeeping capability readiness system, which allows troop-contributing countries to register their pledges in the system in a specific format for military units/personnel, vessels and aircraft. Work is under way to place the criteria in the various levels of the readiness system. With regard to the letter of assist process, there is a working group chaired by the Assistant Secretary-General for the Office of Central Support Services and its members include representatives from the Procurement Division, the Department of Field Support, the Department of Peacekeeping Operations and the Headquarters Committee on Contracts. The scope

of the working group is to review issues with letters of assist in terms of applicability of use, process, price, negotiations and responsibilities between the various stakeholders.

48. **In paragraph 140, the Board recommended that the Administration implement the letter of assist process in Umoja.**

Departments responsible:	Department of Management and Department of Field Support
Status:	Implemented
Priority:	High
Target date:	Not applicable

49. System processes for the creation of commitments (purchase orders), the receipt of services and payments for letters of assist-related services are already implemented in Umoja, and there are specific transactional characteristics and security roles to support this process. The Department of Field Support and the Office of Central Support Services of the Department of Management will review and determine which additional process steps should be considered for analysis regarding whether they may be incorporated into a standard Umoja solution. Such submissions are managed through the change-request procedure within the context of the continuous improvements being made to Umoja and pursuant to paragraph 22 (c) of the 2008 report of the Secretary-General on information and communications technology (ICT) (A/62/510/Rev.1).

50. **In paragraph 144, the Board recommended that the Administration analyse non-United Nations passenger requirements authorized by Security Council mandates. Non-eligible non-United Nations passengers must not be taken into account when calculating overall air transport capacity needs.**

Departments responsible:	Department of Peacekeeping Operations; Department of Field Support and Department of Management
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2018

51. In addition to the Administration's comments reflected in paragraph 145 of the Board's report, the Department of Field Support confirms that during the budget development processes for field missions, the total requirements for aviation assets for each mission are determined based on utilization trend analyses, which does not include non-United Nations passengers. The Administration will continue to monitor this requirement.

52. **In paragraph 151, the Board recommended that the Administration limit reimbursement rates for strategic air movements under letters of assist to notional long-term charter wide-body aircraft rates.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

53. The Administration's comments were reflected in paragraph 152 of the Board's report.

54. **In paragraph 153, the Board recommended that the Administration increase backup wide-body aircraft utilization before entering into a short-term contract or letter of assist.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

55. The Administration's comments were reflected in paragraph 154 of the Board's report.

56. **In paragraph 155, the Board recommended that the Administration consider including more flight hours in the follow-on long-term charter contract and continuously contracting a second wide-body aircraft.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2018

57. In addition to the Administration's comments reflected in paragraph 156 of the Board's report, the statement of work for the wide-body jet contract, which will be finalized in February 2018, will initiate the request for proposal solicitation exercise that will replace the current contract, which expires in October 2018.

58. **In paragraph 159, the Board recommended that the Administration consider future air operations cooperation with the World Food Programme.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

59. The Administration's comments were reflected in paragraph 160 of the Board's report.

60. **In paragraph 168, the Board recommended that the Administration appoint staff senior enough to oversee and ensure the implementation of internal review recommendations even if two departments are affected.**

Departments responsible:	Department of Field Support and Department of Peacekeeping Operations
Status:	Implemented
Priority:	High
Target date:	Not applicable

61. In accordance with the comments provided in paragraph 169 of the Board's report, the Administration considers this recommendation to have been implemented.

62. **In paragraph 174, the Board recommended that the Administration impose planning along realistic timelines and the implementation of adequate control mechanisms to ensure that the approved source selection plan is adhered to during the evaluation process.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

63. In addition to the Administration's comments reflected in paragraph 175 of the Board's report, the United Nations Support Office in Somalia (UNSOS) reported that under its new mission structure control mechanisms were to be improved through the establishment of a business intelligence unit in the Supply Chain Performance Section. The unit will be responsible for monitoring, on a regular basis, the key performance indicators of the supply chain, including the cycle time of the indicators.

64. **In paragraph 178, the Board recommended that the Administration liaise with UNSOS and better coordinate with the African Union Mission in Somalia (AMISOM) to ensure that their annual medical needs are established and duly taken into account when analysing the procurement needs of the Medical Section.**

Department responsible:	Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

65. As communicated earlier to the Board, UNSOS has established an integrated medical office that coordinates all medical logistic activities for the provision of medical support to AMISOM, including: (a) the identification of medical goods and service's needs; (b) processing requisitions; (c) the distribution of items from Mogadishu to sectors; (d) the monitoring of the consumption of medical supplies; and (e) the analysis of historical data consumption for acquisition planning. The chief medical officer at UNSOS and the force medical officer at AMISOM conduct joint monthly teleconferences and videoconferences with AMISOM medical officers in the sectors to discuss ways to improve medical support. Additional measures already taken by UNSOS to improve procurement planning and contract management are reflected in the Administration's response to the Board's recommendation in paragraph 179 of its report.

66. **In paragraph 179, the Board further recommended that the Administration identify process owners, strengthen internal controls and enforce accountability over procurement planning and contract management to minimize errors during the procurement process and to ensure the timely delivery of medical supplies.**

Department responsible:	Department of Field Support
Status:	Implemented
Priority:	High
Target date:	Not applicable

67. In addition to the Administration's comments reflected in paragraph 180 of the Board's report, UNSOS has taken the following measures to minimize errors during the procurement process: (a) medical assistants work with the Acquisition Planning Unit to prepare procurement requests (shopping carts) and purchase orders to ensure that correct specifications are used; (b) the Acquisition Planning Unit provides the list of items to the integrated medical office for review against quantities in stock and approval before the procurement process is initiated; (c) inventory checks are conducted by the Supply Chain Planning Section, which is also responsible for centralized requisitioning; (d) demand planning has been strengthened based on consumption data analysis, where any deviation from the plan is reviewed when the shopping cart is raised to avoid unnecessary purchases; and (e) monthly meetings with the Procurement Section are held to monitor progress.

68. Discussions are also held with suppliers to confirm that consignments can be fulfilled in terms of composition, quantities and delivery timelines before a procurement request shopping cart is raised. UNSOS will ensure that vendors comply with delivery timelines specified in the purchase orders.

69. **In paragraph 188, the Board recommended that the Secretariat develop a clear, simple and transparent system for delegating authorities to peacekeeping missions and ensure that responsibilities and accountabilities are aligned.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Ongoing

70. The Administration's comments were reflected in paragraph 189 of the Board's report.

71. **In paragraph 192, the Board recommended that the Secretariat implement the system for delegating authorities in Umoja. In the meantime, relevant documents authorizing a decision should be uploaded to Umoja.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Ongoing

72. The Administration's comments were reflected in paragraph 193 of the Board's report.

73. **In paragraph 201, the Board recommended that the Department of Field Support and the Regional Service Centre in Entebbe clearly define their relationship and the Centre's relationship to client missions, revise and simplify the delegations of authority and update the relevant agreements.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

74. The Regional Service Centre in Entebbe reported that it is undertaking a review of the service level agreements, including recommendations from the shared services review, together with a working group comprised of representatives of the Centre's client missions which is to be established at the upcoming meeting of the client board.

75. **In paragraph 208, the Board recommended that the Department of Field Support, together with the Regional Service Centre in Entebbe, review the objective of the key performance indicators and redefine the indicators to provide an effective management tool.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

76. As communicated earlier to the Board, a consulting firm has reviewed existing key performance indicators at the Regional Service Centre in Entebbe and highlighted challenges and possible solutions, including the development of a service level agreement between the Service Centre, client missions and the Department of Field Support. The Service Centre is currently undertaking a review of its key performance indicators in line with the recommendations from the shared services review. The revised key performance indicators, as well as those suggested for the client missions and United Nations Headquarters, will be discussed at the upcoming governance meetings scheduled to be held during the first quarter of 2018. In addition, the deployment of a global service delivery model will assist in the introduction of a global key performance indicator framework to be applied to all service centres.

77. **In paragraph 215, the Board recommended that the Department of Field Support, together with the Regional Service Centre in Entebbe, measure the workload of the Centre and base the scalability model on the actual workload.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

78. The Department of Field Support agreed that an accurate measurement of the workload of the Regional Service Centre in Entebbe should be determined and used to revise the scalability model so that it accurately reflects required resources for the performance of the Centre's functions. However, the development of the scalability model in the past was impacted by several factors, including: (a) the evolving landscape of the implementation of the new Umoja system, which was not yet completed; (b) the lack of benchmarks and workload measures owing to the mix of systems and processes still in use (between the use of the legacy system and Umoja); and (c) the lack of consistent data on the actual workload of the Centre. The scalability model was developed using data available at that time. In the interim, while the implementation of Umoja is reaching near full phase for the type of work carried out by the Centre, the collection of statistics on the workload to allow for a new model has been initiated. The scalability model, as well as a draft workforce planning model developed by the Centre several years ago, were reviewed by the consulting firm conducting the shared-services review. Both the Department of Field Support and the Centre have agreed to the overarching recommendations provided by the consulting firm and will revise the scalability model accordingly.

79. The Administration agreed that the scalability model should be refined to include the Transportation and Movements Integrated Control Centre, the Regional Information and Communications Technology Services and efficiency gains, as endorsed by the General Assembly in its resolutions 70/289 and 71/293.

80. **In paragraph 223, the Board recommended that the Administration analyse the landed costs and implications of the vendor's obligation to deliver goods for the major types of commodities and develop guidance for solicitations regarding the determination of delivery terms/international commercial terms that result in best value for money, taking into account the total costs of goods, including the cost of freight, regardless of whether freight is included in the price of goods or contracted separately.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2018

81. The comments of the Administration were reflected in paragraphs 224 and 225 of the Board's report, and it is actively working on the implementation of the recommendation.

82. **In paragraph 229, the Board recommended that the Administration provide clear guidance on recording the costs of freight forwarding services and terms of agreements in Umoja and link those costs to the procured items.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

83. The Administration's comments were reflected in paragraphs 230 and 231 of the Board's report.

84. **In paragraph 234, the Board recommended that the Procurement Division, in collaboration with the Department of Field Support, initiate the solicitation of a global systems contract for freight forwarding services.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

85. In addition to its comments reflected in paragraph 235 of the Board's report, the Administration is working on the final statement of work in order to be able to initiate the request for proposal solicitation exercise for a global freight forwarding systems contract.

86. **In paragraph 242, the Board recommended that the Procurement Division and the Department of Field Support analyse the reasons for the limited progress made regarding the change of solicitation method for air charter services and develop a strategy for implementing the change.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

87. In addition to the Administration's comments reflected in paragraphs 243 and 244 of the Board's report, opportunities will be explored to replace the invitation to bid with a request for proposal, where possible.

88. **In paragraph 257, the Board recommended that the Procurement Division, in collaboration with the Department of Field Support and the missions, review the role and the governance structure of the Regional Procurement Office and define a clear role and clear responsibilities that avoid duplicate structures.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

89. The Administration's comments are reflected in paragraph 258 of the Board's report. Considering recent initiatives, such as supply chain management and global service delivery, a review recommended by the Board is to be conducted by the Department of Management, in collaboration with the Department of Field Support.

90. **In paragraph 266, the Board recommended that the Department of Field Support develop a methodology to determine staffing requirements for selected sections of missions, and test the methodology to ensure an objective approach across all missions, to support mission planning and to facilitate the budget process.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2019

91. The Administration's comments were reflected in paragraph 267 of the Board's report.

92. **In paragraph 273, the Board recommended that the Field Personnel Division improve its support and monitoring role in the area of post management, including in particular by ensuring that data is accurate, that loans do not prevent sections/units from fulfilling their functions and that vacancies are monitored from a human resources point of view.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2019

93. In addition to its comments reflected in paragraph 274 of the Board's report, the Administration has been consistently monitoring organizational structure and associated staffing tables, assisting missions to reconcile discrepancies in accordance with approved budget documents and ensuring that the necessary changes are reflected in Umoja. Given the level of granularity required in Umoja, staff of the Administration have been extensively engaged with their counterparts in missions and the Field Personnel Division of the Department of Field Support to finalize the staffing tables.

94. **In paragraph 280, the Board recommended that the Field Personnel Division advise human resources staff on which decisions and documents should be preserved in official status files and which in working files, taking into account the distribution of responsibilities for processing and administering peacekeeping staff.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

95. In addition to the Administration's comments reflected in paragraphs 281 and 282 of the Board's report, the Personal Records Unit carried out an extensive planning process regarding the management of personnel records. As a result, in 2015, the Unit implemented the Office of Human Resources module in Unite Docs. Unite Docs is an enterprise content management system that serves as a secure repository. It was customized by the Office of Information and Communications Technology to meet current recordkeeping needs. The Personal Records Unit is looking forward to working with the Umoja and Inspira teams to extract the digitized content created in these applications for direct storage in the respective Unite Docs official status file repository, thus minimizing the need to scan physical documents. The Unit is willing to share its experiences and the solutions it has found with the Department of Field Support and to work in collaboration with other offices of the Department of Management. Additionally, the Department of Management will work on revising the current administrative instruction on recordkeeping.

96. **In paragraph 291 the Board recommended that the Field Personnel Division provide clear guidance to the missions and service centres on the criteria for using temporary duty assignments, the distribution of costs and monitoring.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

97. As communicated earlier to the Board, the Field Personnel Division has shared guidance on temporary duty assignments with the missions and has addressed the recommendation with regard to temporary duty assignments between missions and service centres.

98. **In paragraph 301, the Board recommended that the Administration implement the tools necessary for a competitive selection process of consultants and individual contractors and provide adequate guidance to missions in accordance with administrative instruction ST/AI/2013/4.**

Departments responsible:	Department of Management; Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Ongoing

99. In addition to the comments reflected in paragraphs 299 and 302 of the Board's report, the Administration would like to add that, on a pilot basis, the circulation of job openings for the selection of consultants and individual contractors on a competitive basis has been available through a module on Inspira since 2015. This module will also be made available to field missions on pilot basis.

100. **In paragraph 308, the Board recommended that the Administration, together with the missions and service centres, review the advance purchase policy and evaluate how best prices for peacekeeping operations travel can be achieved.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Ongoing

101. In its comments reflected in paragraph 304 of the Board's report, the Administration noted that some missions and service centres had already analysed some of the data available and stated that the policy and the method to purchase tickets could be improved to achieve better prices. Given that the practice of the advance purchasing of air tickets remains an overall industry best practice, with a majority of organizations that have significant travel requirements maintaining such policies, any additional detailed analysis for consideration that the Department of Peacekeeping Operations/Department of Field Support can provide in this regard would be welcomed. Moreover, the Administration has provided relevant information and has encouraged all travel offices to implement airfare monitoring technologies through their contracted travel agencies to track ticket prices after issuance and to return savings to the respective organizations, should ticket prices drop prior to departure. This type of initiative, which is currently being deployed at the Secretariat through its contracted travel agency, would address such circumstances. It should also be noted that in its recent review (JIU/REP/2017/3), the Joint Inspection Unit assessed relevant air travel policies, rules and practices across the organizations of the United Nations system with a view to: enhancing the efficiency and effectiveness of travel management practices; increasing accountability and transparency among managers who approve travel; promoting and increasing inter-agency coordination and cooperation; and identifying good practices and lessons learned in order to promote the harmonization of practices across the United Nations system.

102. **In paragraph 316, the Board recommended that the Administration analyse how the rules for travel and their implementation in Umoja can be aligned further, taking into account the need to clarify accountabilities.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Ongoing

103. The Administration's comments were reflected in paragraph 313, 314 and 317 of the Board's report.

104. **In paragraph 321, the Board recommended that the Umoja travel module be further simplified and that Umoja detect or prevent duplicate travel requests to avoid manual checks by processing officers.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

105. The deployment of the simplified travel module interface is expected by the end of the first quarter of 2018. With regard to the entry of "duplicate travel requests", the design of the Umoja travel solution allows for additional travel requests to be submitted during the same period in order to address circumstances in which a staff member may be on an extended trip, for example, a three-month temporary duty assignment, and may also be required to travel within the same overall time frame as the assignment. Accordingly, the Administration does not plan on any system enhancements in this regard.

106. **In paragraph 332, the Board recommended that justifying a late request in Umoja be mandatory, and that justifications be standardized to allow for an analysis of the reasons for delayed submissions.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2018

107. UNIFIL confirmed that it had rebroadcast the policy on travel requests and had informed all parties involved regarding their responsibilities with regard to the mandatory process. MINUJUSTH is also preparing an information circular to remind all staff and non-staff members of the need to comply with the travel policy.

108. The deployment of the standardized justification codes is expected by the end of the first quarter of 2018. In line with the current Umoja design, this field will be mandatory for any travel request created less than 21 days prior to the start date of planned travel. Should additional delays be encountered during the approval processes, this will be captured post facto in compliance reporting through business intelligence systems.

109. **In paragraph 344, the Board recommended that the Administration develop a road map for supply chain management and clearly define its own role and responsibilities and the roles and responsibilities of the Global Service Centre and the missions in the relevant phases.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

110. The Administration's comments were reflected in paragraph 345 of the Board's report.

111. **In paragraph 353, the Board recommended that, together with missions, the Department of Field Support analyse the cause of inaccurate data and reports of CarLog and review the benefits and costs associated with providing interfaces to other systems, in particular the electronic fuel management system.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

112. The Administration's comments, including the root causes of the issues faced in the management of the CarLog system, were reflected in paragraphs 351 and 354 of the Board's report.

113. **In paragraph 360, the Board recommended that the Department of Field Support review the requirements defined in the request for proposal and the results of the pilot in the light of the current shortcomings of the CarLog system and the needs of missions and the Department.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

114. In addition to the Administration's comments reflected in paragraphs 359 and 361 of the Board's report, it is anticipated that, considering the scale of the fleet spread across the field missions and related budget requirements, the roll-out of the new fuel management and vehicle tracking system will take several years.

115. **In paragraph 367, the Board recommended that UNSOS analyse fuel consumption reports and enforce appropriate consumption levels.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

116. As communicated earlier to the Board, in order to implement controls for fuel accountability and fuel consumption reporting, UNSOS has taken the following remedial actions and applied the following control mechanisms: (a) introduction of the fuel-push quantities mechanism and fuel delivery observer control measures at the Mogadishu International Airport power houses, which have reduced monthly fuel consumption from 1.7 million litres to approximately 640,000 litres; (b) implementation of drums controls, cost recovery measures and a recycling programme in September 2017; (c) deployment of the Enterprise Feedback Management System, which enables the extraction of data for the analysis of distance travelled by and fuel consumption patterns of United Nations-owned vehicles; (d) launch of the fuel push quantities mechanism throughout the area of operations in November 2017,under which fuel consumption and issuance are estimated based on

lists of equipment provided to the fuel unit; (e) introduction of a procedure requiring the UNSOS Infrastructure Design and Implementation Section to provide, through its contractors, generator load data within the area of operations; (f) use of the contingent-owned equipment database to extract vehicle performance data, such as distance travelled, to extrapolate estimated fuel consumption and issuance caps for all contingents; and (g) use of a Microsoft power business intelligence software licence to support the consolidation of all parameters of fuel costs and consumption relating to UNSOS fuel consuming equipment and operations. Business intelligence templates will be issued in the first quarter of 2018 to provide monthly performance reports on fuel operations to stakeholders and UNSOS management.

117. **In paragraph 368, the Board further recommended that UNSOS install tamper resistant fuel tanks at all generators in the power house and also install all necessary equipment for fuel safety and control.**

Department responsible:	Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

118. In addition to the Administration's comments reflected in paragraphs 364 and 369 of the Board's report, UNSOS confirmed that the Office had installed the tamper-proof tanks at 11 power houses and commissioned tanks for 6 power houses. In addition, 19 tamper-proof fuel tanks have been commissioned and will be installed at 10 power houses during the first quarter of 2018.

119. **In paragraph 373, the Board recommended that the United Nations Interim Security Force for Abyei (UNISFA) enhance coordination between self-accounting units to closely follow up on and investigate excessive fuel consumption by its vehicles, in accordance with the requirements of the standard operating procedures, and review and use CarLog data to improve fuel management.**

Department responsible:	Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

120. Based on its comments reflected in paragraph 374 of the Board's report, the Administration considers that this recommendation has been implemented.

121. **In paragraph 387, the Board recommended that the Department of Field Support identify a mission-wide approach to reduce data classification errors and improve electronic fuel management system data quality.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

122. In addition to the Administration's comments reflected in paragraph 388 of the Board's report, with the support of the Department of Management, the Department of Field Support will carry out an analysis of the existing classification of equipment, specifically the "other" classification, and the impact of such classification on the assessment of fuel volume consumption. Based on the results, the Department of Field Support will implement changes to the data classification, if necessary, so as to ensure more complete categorization of equipment and refine the analysis of fuel consumption. The Department of Field Support will then further analyse the overall data quality for each mission, including continuous data maintenance.

123. It was further pointed out that the issue under discussion is data quality, and that, in this regard, peacekeeping missions must ensure that correct classifications are assigned to fuel equipment and that all fuel transactions are entered into the system. Same principle applies to any other information technology system, such as Umoja, Inspira or iNeed.

124. **In paragraph 392, the Board recommended that Administration issue a guideline regarding the amount of insurance coverage, especially for those contracts relating to fuel supply.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

125. In addition to its comments reflected in paragraph 393 of the Board's report, the Administration will develop a guideline for insurance coverage in fuel contracts.

126. **In paragraph 408, the Board recommended that the Administration address the remaining shortcomings in the Umoja supply chain solution with high priority. That includes, inter alia, the provision of all necessary reports and the cleansing of the Umoja material and service master catalogue.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

127. The Administration's comments were reflected in paragraph 409 of the Board's report. The additional business intelligence reports referenced therein have been completed. The actions detailed in paragraph 409 will address the shortcomings and, therefore, the Umoja supply chain solution does not require changes from a technical perspective.

128. **In paragraph 419, the Board recommended that the Administration remind missions to complete their necessary training on ICT, and to review, test, implement and update all the required ICT plans.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

129. The Department of Peacekeeping Operations and the Department of Field Support have established a timeline for the deployment of an electronic document management framework, including mandatory training, and have distributed it to all peacekeeping missions. The United Nations Mission for the Referendum in Western Sahara (MINURSO), in particular, is scheduled to participate in the deployment of the framework in the first half of 2018. The United Nations Disengagement Observer Force (UNDOF) confirmed that the security awareness training has been conducted at Camp Ziouni and the security incident response plan has been implemented. The Mission also works on the standard data encryption solution, in conjunction with the Windows 10 migration project. UNSOS reported that some of the service providers were changed before the revision cycle of the disaster recovery plan elapsed. In adherence to guidelines issued by the Department of Peacekeeping Operations and the Department of Field Support, the UNSOS disaster recovery plan is being updated biannually. Its most recent update reflected the new service providers along with the types of services they provide.

130. As pointed out by the Department of Management-Office of Information and Communications Technology, the Senior Emergency Policy Team defined criteria for ICT systems and applications that support time-sensitive critical business functions and established recovery time and recovery point objectives for such systems. If time-sensitive critical business functions cannot be performed through alternate means, advanced disaster recovery mechanisms need to be provided for the systems and applications supporting them. Given the significant investment required to achieve these high levels of resilience under various disaster scenarios, it was decided to limit the number of such systems to a minimum and to rely as much as possible on centrally managed enterprise solutions to support those functions. All other ICT systems should be treated with a lower level of resilience with recovery objectives that can be accomplished more economically. These basic disaster recovery mechanisms include regular backups of systems and data, with the ability to restore the data and rebuild systems, as necessary.

131. Unless an application supporting time-sensitive critical business functions is hosted locally, peacekeeping missions are expected to maintain basic disaster recovery capabilities as well as highly resilient connectivity to centrally hosted enterprise systems.

132. **In paragraph 426, the Board recommended that the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and UNISFA review all the roles that have been granted in Umoja in accordance with established Umoja security access procedures and eliminate all non-compliant roles, establish regular review procedures to ensure that all roles commensurate with job descriptions and are not in conflict and ensure that that the rights of separated staff are terminated in a timely manner.**

Departments responsible:	Department of Field Support and Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

133. In addition to the Administration's comments reflected in paragraph 427 of the Board's report, UNISFA confirmed that the service desk of its Geospatial ICT Section periodically refines Umoja user-access provisioning procedures. The Field Support Suite has requested Umoja security liaison officers to remove the roles of separating staff, and the Force has deleted the Umoja roles of all separated staff. MONUSCO also confirmed that it has implemented the recommendation by deprovisioning granted Umoja roles that violated the security principle on the segregation of duties.

134. **In paragraph 432, the Board recommended that the Administration remind missions of the responsibility to prevent soil contamination, including through ensuring that general and hazardous waste is properly disposed of at UNISFA and applying the stipulations of the report of the Rapid Environment and Climate Technical Assistance Facility to the follow-up mission of MINUSTAH.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2019

135. In addition to the Administration's comments reflected in paragraph 433 of the Board's report, the Department of Field Support clarified that during mission liquidation, the quantities of waste to be disposed of increases, while the number of staff at key sections, such as the Property Disposal Unit or the Environmental Compliance Unit, remain unchanged, creating a temporary accumulation of waste. To address this recommendation, military environmental and waste management focal points will be appointed at the camp level to facilitate communication on environmental issues, including waste management. UNISFA, which has already made efforts to identify the proper approach to addressing the issue of waste disposal sites, has decided to construct a solid waste recycling/disposal area within the Abyei headquarters compound as well as: (a) segregation of waste into components at mission locations; (b) incineration of organic and contaminated organic garbage at mission sites; and (c) transportation of recyclable materials to Abyei headquarters for treatment, including shredding and encapsulation. The mission is also in the process of recruiting an environmental affairs officer.

136. MINUJUSTH further confirmed that before its liquidation, MINUSTAH had implemented all recommendations arising from the report of the Rapid Environment and Climate Technical Assistance Facility. As a result of its timely action: (a) there was no accumulation of hazardous waste at the property disposal yard; (b) housekeeping to ensure appropriate storage of hazardous material was improved; (c) scrap metal at Gonaïves was disposed of before the location was handed over to the Government of Haiti; and (d) the Environmental Compliance Unit carried out an inspection at the mission's sites before the handover.

137. In September 2017, the Rapid Environment and Climate Technical Assistance Facility submitted a memorandum to the Board confirming that the mission had complied with all recommendations addressed to it.

138. **In paragraph 440, the Board recommended that the Administration ensure administrative stipulations are adhered to. This concerns appointment of an environmental affairs officer at UNDOF, quarterly meetings of the Environmental Committee meetings at the United Nations Mission in Liberia (UNMIL) and the definition of roles and reporting requirements at UNSOS.**

Departments responsible:	Department of Field Support and Department of Peacekeeping Operations
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

139. In addition to the Administration's comments reflected in paragraph 442 of the Board's report, in order to support the implementation of the environment strategy of the Department of Field Support and the environment policy of the Department of Peacekeeping Operations/Department of Field Support by UNDOF, in the absence of an Environmental Officer, the environmental management system expert of the Rapid Environment and Climate Technical Assistance Facility was deployed to the mission from 12 to 22 June 2017. The expert produced an environmental assessment, as well as a draft environmental action plan for all peacekeeping missions.

140. With regard to roles and reporting requirements for environmental activities, UNSOS prepared a template for reporting by all sections on activities with a significant environmental impact. The report of the UNSOS sections will be collated to compile a comprehensive environmental report that will be used as a basis to inform all stakeholders during the quarterly environmental management meetings chaired by the head of the United Nations Assistance Mission in Somalia (UNSOM). In addition, UNSOS confirmed that the mission's environmental policy, which is being updated to accurately reflect the current organizational structure, is expected to be published by the end of first quarter of 2018.

141. Concerning quarterly environmental committee meetings, UNMIL also confirmed that the mission's environmental committee (the UNMIL "green working group") has met twice, on 13 September 2017 and on 13 December 2017.

142. **In paragraph 447, the Board recommended that renewable sources of energy be used to achieve the environmental objectives and that an action plan be prepared to install meters in unmetered power generators in a timely manner, and to make operative all photovoltaic systems and regularly monitor the energy production of all photovoltaic systems.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2019

143. The Administration's comments were reflected in paragraphs 448 and 449 of the Board's report. The Administration wishes to clarify that there has always been a

heavy reliance on the use of diesel generators at peacekeeping missions, and that it will take some time and effort to change this situation as well as to build up the technical skills of the engineering staff to support the installation and operations of renewable energy production systems. Until 2017, there was no reference to the possible use of renewable energy by troop- and police-contributing countries in the Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police-Contributors Participating in Peacekeeping Missions. Therefore, almost all contingents have been deployed with diesel generators alone. However, the 2017 Contingent-Owned Equipment Manual does refer to the possibility that troop- and police-contributing countries may deploy with renewable energy systems and be reimbursed accordingly.

144. **In paragraph 454, the Board recommended that the Administration see to it that missions dispose of expired medication as well as ensure they always have an adequate stock of vaccines readily available.**

Department responsible:	Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

145. The missions have acted on the recommendation to dispose of expired medications and have an adequate stock of vaccines. UNSOS confirmed that incinerators for the disposal of expired medical items have been installed at all sector headquarters, and that AMISOM medical staff have been trained to use them. The Administration also provided AMISOM with standard operating procedures on pharmacy management. With regard to the maintenance of an adequate stock of vaccines, UNMIL confirmed that, as of 31 December 2017, 240 staff members (47 per cent of civilian personnel) of the mission were vaccinated. Currently, there is an adequate stock of 144 doses of vaccines, which is kept by UNMIL for any surge requirement. The United Nations Peacekeeping Force in Cyprus (UNFICYP) has confirmed that it requested a contractor to provide a disposal and destruction certificate, and that it received one on 25 October 2017. In January 2018, UNFICYP established a new contract for waste management that covers all requirements relating to disposal of medical supplies. The medical service at MINUJUSTH has put procedures in place for the disposal of expired medicines and medical supplies, including procedures for keeping an inventory and monitoring the stock of such materials, as well as a method for the determination and classification of expired medicines for disposal, on monthly basis, by incineration, including the issuance of certificates of disposal.

146. **In paragraph 459, the Board strongly recommended that the Administration require UNISFA to build casualty evacuation/medical evacuation capability that will be able to manage emergencies between 5 p.m. and 6 a.m.**

Departments responsible:	Department of Field Support and Department of Peacekeeping Operations
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

147. The Administration would like to clarify that there are occasions when even with the availability of aircraft or crew that are night capable, night flights cannot be performed owing to high risks such as weather, security situations or the condition of the airfield (landing zone). The missions also need to have quick clearance from the host government, including for night training and proficiency operations. To be able to provide aviation assets that can access all relevant locations, 24 hours per day, seven days a week, with search and rescue/aero medical evacuation support, it would be necessary to have fully night-vision-capable aircraft and crew, as well as military units formed in compliance with the relevant statement of unit requirements. Otherwise, this would require an increase in expenditures to source a 24/7 search and rescue/aero medical evacuation-ready commercial aircraft, as well as to update and adjust the concept of operations and the statement of unit requirements. As previously communicated to the Board, UNISFA has been working on requirements for night flights and patrols for the purpose of enhancing the capabilities, capacity and efficiency of the Joint Border Verification and Monitoring Mechanism. Night-flight capability is a cross-cutting requirement involving the Aviation Section, the Medical Section and the Joint Border Verification and Monitoring Mechanism. It should also be noted that the working group of the Secretary-General's initiative to enhance the efficiency and cost-effectiveness of United Nations aviation has noted this deficiency and proposed to the Department of Peacekeeping Operations that savings found through the reduction of military aircraft could be used for more effective 24/7 commercial air ambulance support.

148. **In paragraph 463, the Board recommended that the Administration, future liquidating missions, missions receiving staff from the liquidating mission and, when necessary, the Regional Service Centre in Entebbe seek to agree in advance on a list of key staff members required for the transfer of knowledge and a timeline for their departure from the liquidating mission.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

149. The Administration hired a consultant who assisted in revising the Liquidation Manual. The revised manual will include guidelines for chiefs and directors of mission support to initiate a workforce planning exercise as soon as the Security Council resolution on the final extension of their mandates is adopted. This will facilitate the work of liquidating missions in determining the projected vacancy rate in those sections that must be sufficiently staffed to carry out the completion of the tasks related to the liquidation in a timely manner, including consideration of whether there will be a follow-up mission, as well as the available budget. In addition, a liquidation training programme was launched in August 2017, based on lessons learned from the liquidation of the United Nations Operation in Côte d'Ivoire (UNOCI) and other recent exercises. The Department of Field Support has a an agreement with both releasing and receiving staff missions to negotiate, where possible, the release date of the remaining international staff members performing the key functions needed for the closure of liquidating missions who are found to be suitable for vacant positions outside of those missions and who can benefit from the lateral reassignment authority given to the Under-Secretary-General for Field Support, in accordance with section 11 of administrative instruction ST/AI/2010/3. This agreement helps the missions to maintain a critical number of staff until their

final closure, or at least until they are provided with specific support and the transfer of knowledge is completed. In addition, the Regional Service Centre in Entebbe reported that it has already acted on the recommendation in its engagement with UNMIL. The downsizing and liquidation of UNMIL, which is currently in progress, takes into account the actions of the Service Centre in its staff drawdown plan. The Global Service Centre in Brindisi, Italy, is sending a team to the mission to ensure the effective transfer of knowledge.

150. The Administration recognizes the need for early and integrated transition planning for closing missions that addresses operational aspects of liquidation and financial completion accounting, including the disposition of assets, which the Administration must report to the General Assembly. The mandated liquidation period for UNOCI was comparatively short and the administrative workload during the period was intensive, in response to the rapid processing of transactions related to closure activities, including the separation of personnel. Conversely, clear financial completion accounting needs a relatively stable post-closure period in order to allow for purposeful examination, reconciliation, follow-up and resolution of outstanding matters. In theory, a large part of this work does not need to be carried out in any specific location. However, experience has shown that it is undertaken most effectively and efficiently on site by experienced staff with cumulative local knowledge of the mission.

151. The roles of Secretariat offices involved in liquidation and financial completion accounting, including the Department of Field Support, the Regional Service Centres, the Department of Management team, should be clearly defined. To ensure an appropriate liquidation process and the coordination of liquidation activities both on site and with Headquarters offices and related service centres, the Administration needs to review the key staffing needs required at each location for the transfer of knowledge and following the liquidation date to finalize outstanding tasks, mitigate the risks of financial liabilities and fully close the final steps of financial and administrative reporting.

152. **In paragraph 464, the Board recommended that the Administration consider keeping staff members available until after the liquidation date to finalize outstanding tasks.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Ongoing

153. An Organization-wide human resources downsizing policy focusing on organizational restructuring, including its impact on staff, has been developed by the Department of Management and is pending finalization. The Department of Field Support has recommended that specific guidance for liquidating entities be included in the policy.

154. **In paragraph 467, the Board recommended that the Administration have the Regional Service Centre in Entebbe assist at an earlier stage of future liquidations.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

155. The Administration has acted on the recommendation that the Regional Service Centre in Entebbe should provide assistance at an earlier stage of future liquidations. The detailed administrative liquidation instructions for the closure of UNMIL were sent to both UNMIL and the Service Centre six months prior to the liquidation date. Although the instructions were only issued in December 2017, there have already been a series of planning discussions between staff of United Nations Headquarters, the Global Service Centre in Brindisi, UNMIL and the Regional Service Centre in Entebbe to plan the activities (drawdown of assets, repatriation and clean-up activities) required to smoothly liquidate the mission. The requirement to have a team of liquidation experts in the areas of finance and human resources management will be discussed by representatives of the Department of Field Support, the Regional Service Centre in Entebbe and client missions during the 2018 meetings of the client board so that it can provide feedback to the Global Field Support Strategy Steering Committee.

156. **In paragraph 473, the Board recommended that the Administration ensure that pre-liquidations start at least nine months before physical closure.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2018

157. In addition to its comments reflected in paragraph 474 of the Board's report, the Administration would like to clarify that after-action reviews conducted by the Department of Peacekeeping Operations/Department of Field Support on the liquidation of UNOCI and MINUSTAH and the project on transition have stressed that a clear cease-of-operations date must be provided by the Security Council. The liquidation team can only be fully engaged with the closure of the mission once the civilian and uniformed personnel have returned all United Nations assets and have vacated United Nations camps and military bases. Taking into consideration the mission's footprint and the host country consent, the liquidation of a mission should last for no less than three months after the cease-of-operations date. If done hastily, the liquidation team would have had to deal with a lot of residual liquidation activities and run the risk of environmental issues. In the case of MINUSTAH, a sizable mission, the Security Council, by its resolution 2350 (2017) of 13 April 2017, instructed the mission to gradually draw down and withdraw by 15 October 2017, leaving the liquidation team on the ground with only five and a half months to complete the task. The requirement to have a team of liquidation experts in the areas of finance and human resources management will be discussed by the Department of Field Support with the Regional Service Centre in Entebbe and its client missions during the meeting of the client board.

158. **In paragraph 479, the Board recommended that closing and downsizing missions hand over sites with the smallest environmental footprint as possible, by following the best practice.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

159. The Administration's comments were reflected in paragraphs 480 and 481 of the Board's report.

160. **In paragraph 489, the Board recommended that the Administration include the "Guidelines for Environmental Clearance and Handover of Mission Sites of Liquidation" in the revised Liquidation Manual to ensure that missions employ the standardized handover certificate when liquidating or sizing down.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

161. The Administration's comments were reflected in paragraph 490 of the Board's report.

162. **In paragraph 497, the Board recommended that the Administration, together with MINUSCA, analyse the use of prefabricated buildings to avoid accommodation of contingents in tents.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2018

163. The Administration's comments were reflected in paragraph 498 of the Board's report.

164. **In paragraph 500, the Board recommended that the Administration liaise with UNISFA and ask the Government of the Sudan to permit usage of the Athony Airfield.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Ongoing

165. UNISFA continues to liaise with the host country authorities on this issue. In this regard, in paragraph 24 of its resolution 2386 (2017), the Security Council also called upon the Governments of the Sudan and South Sudan to provide full support to the United Nations, including by facilitating basing arrangements and infrastructure construction, including the Athony airport, in the mission area as well as flight clearances. The mission, in coordination with the Administration, will continue to engage with the Government of the Sudan to find a solution to resolve the issue on the use of the Athony airfield.

166. **In paragraph 510, the Board recommended that the Administration act at a global level to prevent further acts of fraud as a result of manipulating Umoja leave time data.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Ongoing

167. In addition to the Administration's comments reflected in paragraph 511 of the Board's report, the Department of Field Support would like to add that the facsimile issued to the missions in October 2017 stressed the need for managers to ensure timely approval and proper monitoring of time and attendance records in Umoja. It also emphasized the responsibility of staff members to ensure that complete and accurate information on their absences from the office is recorded in Umoja. The communication specifically addressed the issue of danger pay and encouraged missions to utilize senior time administrators within sections to support their managers with monitoring the attendance of staff and recording absences on behalf of staff members, where applicable. Senior time administrators are responsible for reviewing, validating and submitting manual attendance records for all staff to their local human resources sections.

168. The Administration would also like to reiterate that this is not a problem within the existing system but rather a procedural flow issue, where any proposals for changes to the system should be submitted through the change request procedure, and should therefore be considered along with the General Assembly mandated guiding principle summarized in the 2008 report of the Secretary-General on ICT (A/62/510/Rev.1, para. 22 (c)): "Customization of the [enterprise resource planning] ERP software should be kept to a minimum, to avoid unnecessary costs. Instead of customizing, existing administrative processes should be changed in line with the chosen software".

169. **In paragraph 513, the Board recommended that the Administration ensure that UNDOF develop an internal control system to resolve the food- and health-related issues of contingents within a specified time limit.**

Department responsible:	Department of Field Support
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

170. Based on the comments reflected in paragraph 514 of the Board's report, the Administration considers this recommendation as having been implemented.

171. **In paragraph 522, the Board recommended that the Administration further supports UNAMID in realigning its structures in accordance with the adjusted mission concept and mission plan in order to promote coordination and enhance efficiency.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

172. The Administration and UNAMID have acted on this recommendation and have confirmed that the revised mission concept and the integrated strategic framework have been finalized. There are several factors that led UNAMID to propose the merger between the Civil Affairs and the Community Stabilization Sections. The decision for the merger was also based on the recommendations contained in the strategic review report regarding the adoption of the two-pronged approach in Darfur. As conditions in Darfur evolved, particularly with regard to the engagement with armed groups and security conditions, UNAMID expanded the implementation of community-based projects (specifically, community-based labour-intensive projects) that were designed as complementary to the planned disarmament, demobilization and reintegration programme. These interventions shared the strategic objectives of the programme and were designed to promote stability by preventing the recruitment of youth by armed groups, supporting the extension of State authority and promoting the return of internally displaced people. The structural change reflected security improvements in most of the region, while acknowledging operational and security challenges in the Jebel Marra region. The two-pronged approach supported by the Security Council in its resolution 2363 (2017) necessitated a reconfiguration of the mission. The approach allowed the mission to capitalize on the complementarity of the above-mentioned sections and to retain its capacity to support future disarmament, demobilization and reintegration and arms reduction initiatives.

III. Implementation of the recommendations contained in the reports of the Board of Auditors concerning United Nations peacekeeping operations for prior financial periods

173. In paragraph 8 of its resolution 71/261 B, the General Assembly requested that the Secretary-General provide, in his next report on the implementation of the recommendations of the Board of Auditors concerning the United Nations peacekeeping operations, a full explanation for the delays in the implementation of all outstanding recommendations of the Board, the root causes of the recurring issues and the measures to be taken. Such explanations have been included in the Administration's detailed comments relating to the relevant recommendations.

174. According to annex II of the report of the Board of Auditors (A/72/5 (Vol. II)), the oldest extant recommendation derives from the 2012/13 financial period and was originally published in the report of the Board of Auditors for that period (A/68/5 (Vol. II)). As of 31 January 2018, the overall status of implementation of all of the

Board's recommendations issued since the 2012/13 financial period up until the 2015/16 financial period (that is, the four prior financial periods) is shown in table 3.

Table 3
Overall status of implementation of the recommendations of the Board of Auditors from four prior financial periods up until 30 June 2016

Financial period/report No.	*Total*	*Fully implemented*	*In progress*	*Overtaken by events*
2012/13 / A/68/5 (Vol. II)	**49**	48 (98%)	1 (2%)	0 (0%)
2013/14 / A/69/5 (Vol. II)	**63**	58 (92%)	0 (0%)	5 (8%)
2014/15 / A/70/5 (Vol. II)	**31**	22 (71%)	4 (13%)	5 (16%)
2015/16 / A/71/5 (Vol. II)	**55**	23 (42%)	30 (54%)	2 (4%)
Total	**198**	**151 (76%)**	**35 (18%)**	**12 (6%)**

175. As mentioned in the preceding paragraph, in annex II to its report for the period ended 30 June 2017 (A/72/5 (Vol. II), chap. II), the Board provided a summary of the status of implementation of its 35 extant recommendations issued during the four prior financial periods up to 30 June 2016. Since the issuance of the Board's report, the Administration considers 1 as having been implemented and 1 as having been overtaken by events. It was requested that 4 other recommendations be closed, which brings the number of recommendations that remain in progress to 29.

176. Table 4 provides a detailed analysis of the status of implementation of 35 recommendations from the prior periods assessed by the Board to be still in progress. In paragraph 10 of its report, the Board acknowledged that its recommendations often require actions for compliance and a longer time for implementation.

Table 4
Status of implementation of the outstanding recommendations of the Board of Auditors from prior periods as at 31 January 2018

Department responsible	*Number of recommendations*	*Not accepted*	*Closure requested*	*In progress*	*Target date set*	*No target date*
Department of Field Support	15	–	2	13	13	
Department of Field Support and Department of Management	13	–	1	12	10	2
Department of Management	3	–	1	2	1	1
Office of Internal Oversight Services and Department of Field Support	2	–	2	–	–	–
Department of Peacekeeping Operations	1	–	–	1	1	–
Department of Field Support and Department of Peacekeeping Operations	1	–	–	1	1	–
Total	**35**	**–**	**6**	**29**	**26**	**3**

177. Out of the 35 recommendations that were in progress, as shown in annex II to the Board's report (A/72/5 (Vol. II), chap. II), the Administration has further requested the closure of 6 recommendations (including 1 as having been implemented and 1 as having been overtaken by events). The remaining 29 were in progress as of 31 January 2018, 22 of which were targeted for implementation before the end of 2018, 4 are due for implementation during 2019 and 3 are of an ongoing nature.

A. Recommendations contained in the report of the Board of Auditors for the 12-month period ended 30 June 2013 (A/68/5 (Vol. II), chap. II)

178. **In paragraph 44, the Procurement Division accepted the Board's recommendation that it enhance the collection of contractor performance reports, and make better use of the information, to facilitate decision-making in contract awards or extensions.**

Department responsible:	Department of Management
Status:	Implemented
Priority:	Medium
Target date:	Not applicable

179. The Global Service Centre in Brindisi has launched a new contract performance reporting tool which is used to automatically and centrally collect contractor performance reports.

B. Recommendations contained in the report of the Board of Auditors for the 12-month period ended 30 June 2015 (A/70/5 (Vol. II), chap. II)

180. **In paragraph 66, the Board recommended that the Administration strengthen the composition review process for strategic deployment stocks in consonance with field requirements and ensure that items in strategic deployment stocks are regularly rotated.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2019

181. The Administration's comments were reflected in annex II to the Board's report.

182. **In paragraph 110, the Board recommended that the Administration review its requirements for unmanned aerial vehicle systems in order to optimize their numbers and usage and assess whether costs can be reduced without compromising operations.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2018

183. The Administration's comments were reflected in annex II to the Board's report.

184. **In paragraph 242, the Board recommended that all missions and service centres complete the development of structured risk registers as part of the implementation of enterprise risk management in accordance with the Department of Peacekeeping Operations/Department of Field Support guidelines.**

monitor and update the risks and take steps to mitigate them by making it part of the senior management review and decision-making.

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

185. The Department of Field Support supports the implementation of the enterprise risk management system at three peacekeeping operations during the first quarter of 2018: the United Nations Mission in South Sudan (UNMISS); the Regional Service Centre in Entebbe; and UNISFA. The Department anticipates completing the roll-out of the enterprise risk management system at the remaining missions in the second quarter of 2018.

186. **In paragraph 282, the Board recommended that: (a) the implementation of the workforce planning framework progress in a time-bound manner; (b) steps be initiated to improve the quality and robustness of the rosters and expedite the process of filling in of vacancies in missions; (c) the activities relating to the succession management plan be completed in a time-bound manner, especially the compiling of a skills inventory and reprofiling and certification of posts; and (d) steps be initiated to validate the monitoring and accountability framework.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

187. The Administration's comments regarding part (c) of the recommendation were reflected in annex II to the Board's report. Other parts of this recommendation were implemented and confirmed by the Board.

C. Recommendations contained in the report of the Board of Auditors for the 12-month period ended 30 June 2016 (A/71/5 (Vol. II), chap. II)

188. **In paragraph 27, the Board recommended that the Department of Management and the Department of Field Support work towards phasing-out of the standard cost methodology and towards the recognition of the actual associated costs of acquired items of property, plant and equipment that qualify for recognition as assets.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Ongoing

189. The Administration would like to reiterate that this recommendation has been subsumed under the newly issued recommendation in paragraph 33 of the Board's most recent report (A/72/5 (Vol.II)).

190. **In paragraph 31, the Board recommended that the Department of Management and the Department of Field Support work towards the recognition of the actual costs of self-constructed items of property, plant and equipment that qualify for recognition as assets.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

191. The Administration would like to reiterate that this recommendation has been subsumed under the newly issued recommendation in paragraph 26 of the Board's most recent report (A/72/5 (Vol. II)).

192. **In paragraph 40, the Board reiterated its recommendation that the Administration review the useful lives of fully depreciated assets that are still in use.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2018

193. The Administration will conduct the review of the useful lives of the fully depreciated asset and discuss the results with the Board.

194. In the interim, the Administration confirmed that a technical assessment has been initiated of the assets that have been fully depreciated to determine their remaining useful life in line with established requirements.

195. The Administration distributed a comprehensive Excel spreadsheet in order to obtain information on fully depreciated assets to all heads of departments and offices at United Nations Headquarters, offices away from Headquarters, regional commissions and peacekeeping operations. The results of this exercise will be jointly analysed by the Department of Management and the Property Management Unit to determine the next step forward. Additionally, the Administration is in the process of developing a simple access database to facilitate the automatic calculation of the remaining useful life of assets by years and months. The tool will also identify where assets are being used beyond their useful life and for how long they are in use beyond their established useful life.

196. **In paragraph 48, the Board recommended that the Department of Management and the Department of Field Support settle receivables from United Nations related party entities within 12 months.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

197. The Administration's comments were reflected in annex II to the Board's report. In addition, a monthly assurance and monitoring dashboard has been implemented for the early detection and timely follow-up of delayed processing of various transactions, including long-outstanding receivables. The Administration will intensify efforts to further reduce the long outstanding receivables from United Nations-related parties.

198. **In paragraph 58, the Board recommended that the missions, in collaboration with the Regional Service Centre in Entebbe, implement within financial year 2016/17 a comprehensive monitoring mechanism for group 1 and group 2 commitments to further improve accountability, to ensure that the commitments are settled or liquidated in the subsequent period and to ensure that estimated amounts are as accurate as possible. Regarding group 2 commitments, this would comprise the monitoring of the delivery of committed items within a reasonable period of time.**

Departments responsible:	Department of Field Support and Department of Management
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

199. The Administration would like to reiterate that this recommendation has been subsumed under the newly-issued recommendation in paragraph 59 of the Board's most recent report (A/72/5 (Vol. II)).

200. **In paragraph 79, the Board recommended that the Department of Peacekeeping Operations develop a common workplan structure for its offices, divisions, sections and units so as to be able to link each of their planned outputs to the compacts of the Under-Secretary-General, the Assistant Secretaries-General and the Military Adviser.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Fourth quarter of 2019

201. Based on the outcome of the impending peace and security architecture and management reforms, the work will resume on the development of the plan with a mapping of work planning practices and templates and the identification of core requirements. Subsequently, a standard template and the related process will be developed to ensure alignment of the planned outputs to the senior manager's

compacts of the Under-Secretary-General, the Assistant Secretaries-General and military advisers.

202. **In paragraph 86, the Board recommended that the Administration ensure the preparation of annual financial reports of welfare and recreation committees.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2018

203. The Administration's comments were reflected in annex II to the Board's report.

204. **In paragraph 104, the Department of Field Support should also help missions to visualize data, drive planning, make decisions and take appropriate actions to improve in areas of critical shortfalls and underperformance.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

205. The Administration's comments were reflected in annex II to the Board's report.

206. **In paragraph 138, the Board recommended that missions perform a detailed analysis of their functions and document efficiency gains and process effectiveness upon full implementation of the supply chain management framework. The analysis should detail the inefficiencies and ineffectiveness that existed prior to the supply chain management concept.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2019

207. The performance management framework is currently under development, and it is expected that it will be completed by 30 June 2018. The framework will enable the Organization to monitor and manage the supply chain to ensure effectiveness and efficiency. It will also allow performance analysis and reporting to ensure the visibility across the integrated end-to-end supply chain processes and the provision of vital data for informed decision-making. At MONUSCO, the new mission support division structure has not yet been finalized to conform with the supply chain blueprint approved by the Department of Field Support. There is currently an ongoing recruitment process for senior supply chain staff at the P-5 level and this recommendation will be implemented upon the completion of the recruitment of all senior mission management, the implementation of the new mission support division structure and Umoja Extension 2. Thereafter, detailed analysis will be done using SixSigma and other change management tools to streamline the processes to achieve efficiencies and effectiveness in the supply chain to meet client satisfaction. Key

performance indicators will also be developed based on the Umoja Extension 2 transaction processes and roles and the supply chain operations reference principles.

208. **In paragraph 139, the Board recommended that missions update the implementation road map to bring it into line with Department of Field Support directives. The Board also indicated that the road map should be translated into detailed milestones with relevant key performance indicators to measure performance during the implementation process.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2019

209. The Administration's comments were reflected in annex II to the Board's report. MONUSCO has initiated the implementation of the road map in line with the supply chain blueprint approved by the Department of Field Support. All sections are expected to be aligned under the supply chain by 30 July 2018 and to be fully operational by the end of 2018. The supply chain operations reference performance tool will be implemented under the (yet-to-be-created) supply chain performance section. The performance tool will outline detailed milestones, including the relevant performance indicators, during the full operationalization of Umoja Extension 2 when all jobs will be re-profiled with the related training provided.

210. **In paragraph 145, the Board recommended that the Department of Field Support define clear roles and responsibilities for United Nations use and coordination of air assets.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

211. The Administration would like to reiterate that this recommendation has been subsumed under the newly issued recommendation contained in paragraph 119 of the most recent report of the Board (A/72/5 (Vol. II)).

212. **In paragraph 146, the Board recommended that the Department of Field Support realign the strategic air operations objectives so that the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre are able to revise their standard operating procedures, key performance indicators, workplans and job descriptions.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

213. The Administration would like to reiterate that this recommendation has been subsumed under the newly issued recommendation in paragraph 121 of the most recent report of the Board (A/72/5 (Vol. II)).

214. **In paragraph 151, the Board recommended that the Department of Field Support issue guidance to all missions to follow the procedures on air operations to ensure the economy of aviation support operations.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Third quarter of 2018

215. The Administration would like to reiterate that this recommendation has been subsumed under the newly issued recommendation in paragraph 127 of the most recent report of the Board (A/72/5 (Vol.II)).

216. **In paragraph 156, the Board recommended that the Department of Field Support task missions to analyse aircraft requirements in order to reduce the "no flight required" days and to ensure that aircraft are effectively and efficiently used.**

Department responsible:	Department of Field Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

217. In addition to the Administration's comments reflected in annex II to the Board's report, the Department of Field Support reports that the Secretary-General's initiative, launched in April 2017, is a combined effort undertaken by different departments in the United Nations. The Department of Field Support and the missions based their analysis of aircraft requirements on a holistic approach, which ensures the effective and efficient use of aircraft in support of field missions operations. One of the factors taken into consideration included reducing the number of aircraft, while increasing the number of crews to reduce the "no flight required" days. The Department of Field Support considers that UNISFA has implemented the recommendation, as the number of "no flight required" days was reduced by that mission from 1,238 days in the 2015/16 financial period to 987 during the 2016/17 period.

218. **In paragraph 206, the Board recommended that the Administration establish a procedure that allows for the evaluation and analysis of mission requirements, the development of a global acquisition plan and, on that basis, the development of a procurement strategy.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

219. The Administration's comments were reflected in annex II to the Board's report.

220. **In paragraph 208, the Board recommended that the Procurement Division coordinate with the Department of Field Support on how to include the process of establishing the regional acquisition plan of the Regional Procurement Office in the process of developing the global acquisition plan.**

Departments responsible:	Department of Management and Department of Field Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

221. The Administration agreed that the global acquisition plan and the regional acquisition plan should be developed together, and that the regional plan should be aligned with the global plan. To achieve this, while the global plan is in development for the 2017/18 requirements, a two-tier approach has been adopted, that is the development of short-term and long-term regional acquisition plans, so that immediate and ongoing requirements are not put on hold. The official communication introducing the new web-based demand and acquisition planning tool, designed to simplify, standardize and enhance the collection of mission requirements for goods and services and to request missions to implement the improved planning process for the 2018/19 budget cycle, was received on 27 December 2017 from the Global Service Centre in Brindisi. Since the above action demonstrates further progress with regard to the development of the plan for the 2018/19 cycle, the Administration considers that implementation of the Board's recommendation has fully progressed, in coordination and consultation with both the Logistics Support Division/the Department of Field Support and client missions.

222. **In paragraph 217, the Board recommended that procurement officers and requisitioners track and monitor procurement procedures covering the relevant steps, and that they share this information.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Third quarter of 2018

223. The Administration's comments were reflected in annex II to the Board's report.

224. **In paragraph 229, the Board recommended that the Administration encourage missions to use system contracts whenever reasonable.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Ongoing

225. The Administration's comments were reflected in annex II to the Board's report.

226. **In paragraph 248, the Board recommended that the role of the Regional Procurement Office be further defined in order to integrate it into the existing procurement structure (mission procurement sections and the Procurement Division) to allow full usage of the Office in accordance with General Assembly resolution 70/286.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

227. The Administration will hold its next meeting of the regional procurement steering group in Entebbe on 28 February 2018. There has been a continued discussion on the optimal role of the Regional Procurement Office in consultation with the regional procurement steering group. The fundamental roles of the Office, which were initially defined in the validation of a regional procurement office concept, as presented in the comprehensive report of the Secretary-General on United Nations procurement activities (see A/64/284/Add.1, paras. 44–52 and 55) and in conjunction with the support strategy being developed by the Department of Field Support, are still valid. However, in compliance with the current United Nations reform to integrate the procurement with the supply chain management, the role of the Regional Procurement Office will be clearly directed at serving the client missions.

228. **In paragraph 257, the Board recommended that the Administration evaluate the civilian staffing reviews as an instrument for assessing the staffing structure of missions to determine the way forward.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

229. The Administration's comments were reflected in annex II to the Board's report.

230. **In paragraph 270, the Board recommended that the Administration support missions in determining whether the engagement of external consultants/individual contractors is required or whether expertise/capacity is available within the Organization. In case in-house capacity cannot fulfil core functions, the Administration and missions should develop and implement a strategy for a long-term solution.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2018

231. The Inspira consultancy module is currently being rolled out as a pilot at field missions, which will enable better monitoring of the use of consultants. The pilot project is a part of the central monitoring framework of the Field Personnel Division of the Department of Field Support, which is under implementation.

232. Simultaneously, the ICT strategy has established an effective mix of contractual services personnel and regular staff members. Furthermore, owing to the availability of Internet-based cloud services, certain ICT functions no longer need to be carried out locally at the missions.

233. **In paragraph 271, the Board recommended that Administration require missions to describe projects that require consultants/individual contractors in more detail and more realistically. In particular, they should outline specific, measurable, attainable, results-based and time-bound outputs and functions and should establish milestones and evaluate performance.**

Departments responsible:	Department of Management and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

234. The Administration's comments were reflected in annex II to the Board's report. Also, as mentioned in paragraph 232 above, in response to Board's recommendation in paragraph 270, the ICT strategy established an effective mix of contractual services personnel and regular staff members.

235. **In paragraph 280, the Board recommended that the Administration continue its efforts to monitor the use of temporary duty assignments received and released from/to Headquarters and missions and compile complete data, including the associated costs.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	High
Target date:	Second quarter of 2018

236. The Administration would like to reiterate that this recommendation has been subsumed under the newly issued recommendation in paragraph 291 of the Board's current report (A/72/5 (Vol.II)).

237. **In paragraph 288, the Board recommended that the Administration examine whether an interface between ePAS and Umoja can be established at a reasonable costs to ensure that the processing of salary increments for staff is linked with ePAS. In the meantime, the Administration should ensure that staff appraisals are completed in line with performance management and policy and that those salary increments are given on the basis of satisfactory performance as documented in ePAS.**

Department responsible:	Department of Management
Status:	In progress
Priority:	Medium
Target date:	Ongoing

238. The Administration is in the process of establishing a procedure to ensure that staff members without a performance rating or with a poor rating do not automatically receive a within-grade increment. This procedure is likely to involve interfacing Umoja and Inspira data and will primarily involve human resources managers, as well as first and second reporting officers. The process will take into account relevant United Nations staff rules and policies.

239. **In paragraph 294, the Board recommended that the Administration ensure that complete personnel files of international staff are registered in one location or within one system, managed by Headquarters, and explore the possibility of establishing a registry with digitized staff personnel files.**

Departments responsible:	Department of Management; Department of Field Support; and Department of Peacekeeping Operations
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2018

240. In addition to the Administration's comments reflected in annex II to the Board's report, the Administration will review information management capacities at field missions and will continue to coordinate its work with regard to the planning and implementation of an Organization-wide enterprise records management programme.

241. **In paragraph 335, the Board recommended that the Department of Field Support remind missions to fill the vacant Environmental Officer posts.**

Department responsible:	Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

242. The roster for Environmental Affairs Officer posts at the P-4 level was finalized on 2 January 2018, with 16 candidates recommended (31 per cent of whom were female). Another roster for Environmental Affairs Officer posts at the P-3 level was finalized in July 2017, and 12 candidates were recommended for the roster (42 per cent of whom were female). The roster recruitment process will support the speedier recruitment of environmental staff by the missions. On 18 January 2018, the Department of Field Support sent an e-mail regarding the ongoing recruitment for environmental affairs positions (P-3 and P-4) to members of the peace operations environment community, which includes directors/chiefs of mission support, chief engineers, environmental officers and any other staff at Headquarters and in the field involved in the working groups related to the implementation of the environment

strategy of the Department of Field Support. After the finalization of the P-4 roster, the Department informed UNISFA to immediately proceed with recruitment from the roster, and the mission is currently reviewing all applications to fill a job opening by the end of April 2018. The Department also reported that the United Nations Truce Supervision Organization (UNTSO), UNFICYP and the United Nations Military Observer Group in India and Pakistan (UNMOGIP) will continue to work with environmental focal points. The Environment Section of the Department of Field Support works closely with the missions, providing guidance and support on a regular basis.

243. The Department of Field Support further noted that its comments reflected in annex II to the Board's report, concerning the appointment of the Environment Affairs Officer at UNDOF were reiterated in paragraph 442 with regard to the recommendation in paragraph 440 of the Board's report. Therefore, the issue has been subsumed under the Board's observation and the related recommendation in paragraphs 434 and 440, respectively, of its current report (A/72/5 (Vol.II)).

244. **In paragraph 357, the Board recommended that the Department of Peacekeeping Operations and the Department of Field Support enhance their monitoring function by requesting missions to regularly update the status of environmental focal points.**

Departments responsible:	Department of Peacekeeping Operations and Department of Field Support
Status:	In progress
Priority:	Medium
Target date:	Second quarter of 2018

245. The Administration is finalizing the terms of reference for environmental focal points in the field, including a template standard operation procedure "Appointment of military environmental advisers/focal points and reporting mechanisms", which will help the missions in understanding the different environmental roles and functions.

246. **In paragraph 398, the Board recommended that the Department of Field Support update regularly the description of its structure and the core functions of its divisions to determine accountabilities and administrative responsibilities.**

Department responsible:	Department of Field Support
Status:	Overtaken by events
Priority:	Medium
Target date:	Not applicable

247. Based on the comments reflected in annex II to the report, the Administration considers the status of this recommendation as having been overtaken by events.

248. **In paragraph 421, the Board recommended that the Administration obtain complete information and establish the facts.***

* With regard to allegations of fraud at a mission